

2024 *Sustainability* REPORT



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Message from the CEO

GRI 2-22

When we look back to 2024, we are proud to reaffirm Helbor's commitment to sustainable growth, guided by innovation, socio-environmental responsibility, and a management approach focused on consistent, long-term results.

We closed the year with significant deliveries. In total, 12 developments were completed, reaching over R\$ 1.9 billion in PSV (Potential Sales Value), with 91% of the units sold.

The highlight of the period was the delivery of the W São Paulo development, a landmark that blends contemporary design, a prime location, and high construction quality.

We also made progress on several strategic fronts, increasingly integrating sustainability into our business model.

We strengthened our portfolio of developments certified with the AQUA seal, demonstrating our commitment to solutions that combine environmental efficiency, comfort, and urban well-being. In addition, we expanded the "Incorporating Knowledge" program, promoting literacy among more construction site workers.

In 2024, we also advanced in our people management. For the first time, we conducted the Organizational Climate Survey using the GPTW (Great Place to Work) methodology, reinforcing our focus on the work environment and enhancing the way we listen to and value our employees. In the same period, we revamped the Performance Evaluation Program, focusing on developing competencies aligned with Helbor's culture, and we implemented a progression and merit program to recognize the dedication and career paths of our talents.

It was also a year of celebration and recognition of the Company's journey and its contributions to the sector. Helbor's founder, Mr. Henrique Borenstein, was honored with the Master Imobiliário's Hors Concours Award, a tribute that highlights his inspiring journey, marked by excellence and commitment to the development of the real estate market.

Thus, we close another year at Helbor with positive results and a strong sense of our ability to continue transforming urban spaces while generating value for all our stakeholders.



Henry Borenstein,
CEO of Helbor
Empreendimentos S.A.

About the Report

GRI 2-3

Welcome to Helbor's 2024 Sustainability Report!

In this document, we present to the Company's stakeholders the highlights of how we conducted our business, with special emphasis on the progress made in our ESG (Environmental, Social, and Governance) agenda.

This report was prepared through a collaborative effort, with the support of various areas across the Company in gathering data and validating the content presented.

The information reported covers the period from January 1st to December 31st, 2024.

Enjoy your reading!

Reading Tools

The preparation of this report followed globally recognized standards, ensuring transparency and alignment with best reporting practices.

In addition to reading it linearly by chapters, readers may access specific indicators of interest directly in the "Attachments" section, where the indexes of adopted guidelines are presented.

In order to illustrate how our sustainability initiatives align with the United Nations' Sustainable Development Goals (SDGs), we indicate the related SDGs at the beginning of each chapter and in the "SDG Map" section.



Highlights from the year

Expansion of **Incorporating Knowledge Project** - our literacy program on construction sites.

Learn more on page 60.

Delivery of the development **W São Paulo**.

Learn more on page 25.

Progress in projects with the AQUA seal.

Learn more on page 43.

Structuring of the **Fiscal Council**.

Learn more on page 31.

Continuation of the sales stages of **Fazenda Itapety**.

Learn more on page 51.

Application of the first **Climate Survey** with the GPTW methodology.

Learn more on page 70.

Implementation of the **Integrated CRM** to improve customer experience.

Learn more on page 86.



Henrique Borenstein Honored at the Master Imobiliário Award

The career of Henrique Borenstein, founder and Chairman of the Board at Helbor, was recognized during the 30th edition of the Master Imobiliário Award, one of the most prestigious accolades in the industry.

Recognized in the Hors Concours category, he received the tribute for his outstanding contributions to the real estate market, solidifying a legacy of innovation, excellence, and a commitment to urban well-being.

"Our purpose is to create and deliver well-being to our customers. We handle everything with care and love - earning money is simply a consequence."

— Henrique Borenstein.

✦ Chapter 1

About Helbor

SDG



MATERIAL TOPICS



Profile

GRI 2-1 • 2-2

We are Helbor Empreendimentos S.A., and over the past 47 years, we have established ourselves as one of Brazil's leading Real Estate developers.

Our operations are exclusively focused on Real Estate development, characterized by excellence in quality, strict adherence to delivery deadlines, and meticulous attention to every detail of our projects.

In nearly five decades of activity, we have delivered more than 42,000 units across over 30 Brazilian cities, with a focus on customized mid- and high-end residential developments.

Our expansion strategy is primarily concentrated in the city of São Paulo and the Greater São Paulo region, where we have achieved strong results in the sale of new launches. However, we remain flexible to operate in other regions of the country where we have strategic partnerships and competitive advantages, always seeking to develop tailored products that meet specific demands and offer high return potential to our shareholders.

47 years
of history.

<p><i>35</i> Commercial Projects Launched.</p>	<p><i>222</i> Residential Projects Launched.</p>	<p><i>15</i> Mixed Projects Launched.</p>
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+10 million
m² launched and + 8 million of m² delivered.

<p><i>45 thousand</i> Units delivered.</p>	<p><i>39</i> Awards achieved throughout history.</p>
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Purpose, Vision and Values

PURPOSE

*Transforming spaces into places
where you feel at home.*



BUSINESS VISION

To be recognized as the developer that delivers real estate experiences that drive the industry forward and positively impact people's lives.

POSITIONING

Helbor is a Brazilian real estate developer that develops real estate projects and transforms its surroundings, delivering value to customers, partners, and shareholders. With a legacy of excellence, it creates timeless and welcoming spaces for everyone to live better.



VALUES

Building bonds

Long-lasting relationships are the basis for a business' growth, and we know that confidence is what sustains them. That is why we work closely and, above all, transparently, always aiming to exceed expectations and ensure quality in everything we do, to gain the trust of those who relate to us.

Projecting achievements

We are results-oriented and understand that our growth is tied to the success of our partners, customers, investors, and the society. Therefore, we pursue sustainable development, understanding the individuality of each one and committing ourselves not only to our results, but to contributing, adding value, and making a difference in people's lives.

Entrepreneurship is our foundation

We were born from entrepreneurship, which motivates us to embrace new opportunities creatively and firmly. We are concerned about being ahead in order to offer the solution that best suits our customers. In each journey, we add new learning, and, most importantly: we adapt and evolve.

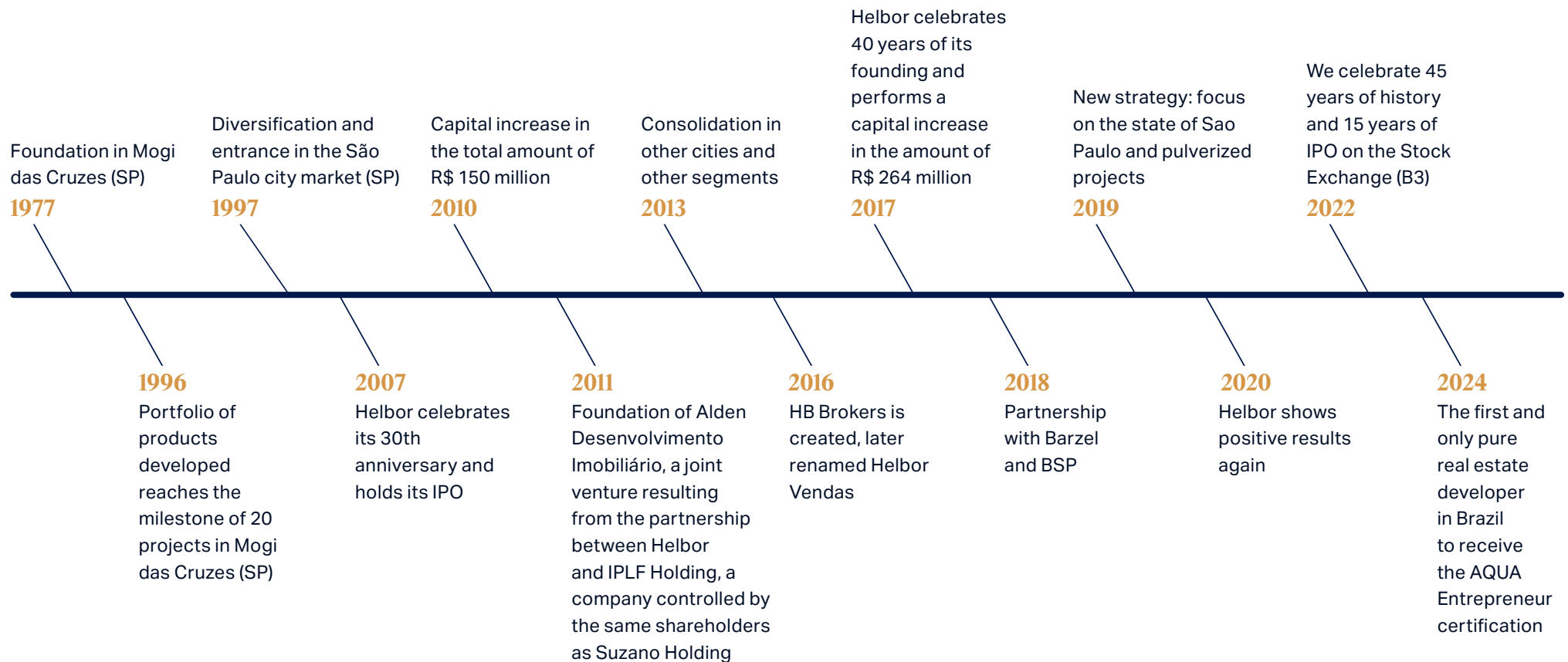
Designing new ideas

We are a family company and we keep this in our DNA. We know that a bright future depends on the past we have built and on what we do today. We are dedicated and passionate in all our deliveries, turning each one of them into projects that capture people's hearts, inspire, and leave a legacy for future generations.

Our History

Founded in 1977 and inspired by the trajectory of immigrant Hélio Borenstein, Helbor has consolidated its operations in real estate development, building a legacy of soundness and tradition in the market.

See below the main milestones in our history of growth and innovation.



Awards and Recognitions

Our commitment to quality and attention to detail in the execution of each project have been widely recognized by the market.

We have received a total of 39 awards and market recognitions, which attest to our ability to innovate and deliver timeless, welcoming projects to cities.

Over the course of 29 editions of the Master Imobiliário Award, we have received 14 trophies for the excellence of our projects in categories such as Marketing, Sales, Social Responsibility, and Architecture, in addition to the awards in 2024 in the Development category for W Residences and the Hors Concours award granted to Henrique Borenstein, Helbor's founder.

The Company has also accumulated several honors in the Top Imobiliário Award, as well as recognition from the International Property Awards, which celebrate the excellence and capacity of global real estate companies to develop innovative and sustainable projects.



Highlights

Top Imobiliário

Jornal O Estado de S. Paulo/Embraesp

2002, 2004, 2005, 2009, 2010, 2011, 2013, 2014, 2015 and 2017

Master Imobiliário Award

Secovi-SP and Fiabci/Brasil

2005, 2006, 2009, 2011, 2012, 2017, 2019 (two trophies),

2020 (two trophies), 2021, 2023 and 2024 (two trophies)

International Property Awards

Helbor Window Moema

2022

Future House International Residential Awards

Figueira Leopoldo

2024

Business Model

GRI 2-6 • 3-3

We are a real estate development company specializing in the development of properties, operating in an integrated manner across all stages of the process.

Our work encompasses everything from land acquisition and project design to construction supervision and unit sales. In addition, we provide an after-sales service, ensuring support and an exceptional buying experience for our customers.

What do We Do?



LAND PROSPECTING AND ACQUISITION

We imagine the possibilities that the spaces offer for our developments:

- » Land development and appreciation;
- » Transformed urban landscapes;
- » Rehabilitation of contaminated areas



PROJECT DEVELOPMENT

We create unique projects, that transform cities:

- » Innovative projects;
- » Guaranteed accessibility;
- » Integration of eco-efficiency requirements to the projects;
- » Comfort.



PARTNERSHIPS FOR PROPERTY CONSTRUCTION

We work in partnership with construction companies that are a benchmark in the segment and in the region of the development:

- » Mandatory compliance with social and environmental aspects at the construction sites;
- » Supervision to ensure the best labor practices at the construction sites;
- » Monitoring the quality and safety of the constructions.



MARKETING OF UNITS

We deliver developments that are genuine real estate experiences for our customers:

- » Own brokerage, which allows better alignment with the Company's launching strategies;
- » Independent brokers and real estate partners supporting the commercialization of the units;
- » Closeness to the customers.



Our Differentials

- Landbank • Solid partnerships
- Competent team • Own brokerage
- Operation focused on Incorporation • Experience and Track Record

What do We Deliver?



PRODUCT QUALITY

Excellent developments that comply with all quality, safety and accessibility requirements.



SOCIAL IMPACT

Unforgettable experiences that provide comfort and well-being to our customers, in addition to local development.



COMPLIANCE WITH SPECIFICATIONS

Delivery of the final project fully meeting the specifications agreed upon in the sale.



ECO-EFFICIENT CONSTRUCTIONS

Generation of positive environmental impacts from land rehabilitation and the incorporation of water, energy and waste management eco-efficiency attributes.



DEADLINE COMPLIANCE

Deliveries made on time, with no inconveniences and frustrations.



Land Prospecting and Acquisition

Land prospection for acquisition is the initial phase of our operations, and represents a strategic decision based on appreciation potential, quality of life, and urban integration. Each choice is guided by careful planning, ensuring that Helbor's developments are located in areas that offer convenience, practicality, and well-being to future residents.

To do this, we evaluate in detail the surrounding urban infrastructure, accessibility, and the availability of services, considering options for consumption, leisure, and entertainment, in order to integrate the projects with the existing urban facilities available in each city. We also map out all project-related costs, calculating the business's profitability to determine whether the proposed

development would meet its return-on-investment criteria.

When we find a land that meets our return expectations, we review its documentation, carry out legal and environmental audits, and conduct financial and socio-environmental feasibility studies with the support of specialized consultants. In doing so, we mitigate risks and ensure that our developments deliver

innovation, sustainability, and a high standard of quality.

Land acquisitions are carried out using the Company's own resources, through property exchanges, or, in some cases, partnerships with other developers or construction companies.



Planning and Development of Projects

For Helbor, each project is unique and developed with great care and attention to detail.

To ensure this standard from the outset, we rely on a qualified team of engineers and architects, supported by specialized firms and consultants, who design innovative projects that are fully integrated into the urban environment.

All our projects are conceived with eco-efficiency and sustainability in mind. We incorporate modern and sophisticated technologies and design solutions that enhance natural lighting, reduce energy and water consumption, and include native vegetation in the landscaping. We also prioritize accessibility, ensuring that our developments are safe, inclusive, and thoughtfully designed to meet the needs of diverse audiences.

Ensuring compliance with local and federal regulations is the responsibility of a dedicated structure focused on project approval and regularization. In addition, we maintain strategic partnerships with local architects and construction firms, who work with us to make sure each development meets the specific requirements of its region.

Partnerships for Property Construction

Although it does not carry out the works, given the nature of its business model focused on development, Helbor relies on partnerships with construction companies to materialize its projects.

The choice of these partners is careful, considering their expertise, market recognition and ability to guarantee quality, safety and compliance with deadlines.

Through clauses in contracts, we require construction companies to comply with socio-environmental standards, such as respect for labor legislation and occupational safety and health standards.

Find out more about the Company's relationship with partner construction companies in the Chapter "[Trust Relationships](#)".



Marketing of Units

To support the marketing of our developments, we have our own brokerage, Helbor Vendas, in addition to a team of independent brokers and partner real estate agencies. These professionals have in-depth knowledge of the local market, expanding the reach of our properties and facilitating connections with customers.

Find out more about local partnerships for the marketing of units and the service channels available in the Chapter "[Trust Relationships](#)".

Presence and Portfolio

GRI 2-1 • 2-6 • 3-3 • IF-RE-000.A

Over the course of 47 years, Helbor has established a strong presence in the real estate market, delivering 205 residential, commercial, and mixed-use developments, amounting to 45,000 units and more than 8 million square meters built.

With projects spread across 30 cities in 10 Brazilian states and the Federal District, the Company maintains a strong presence in the state of São Paulo.

Check out the launches and deliveries of 2024 on page 22.



RESIDENTIAL

Delivered | In development

205 **18**



CORPORATE

Delivered

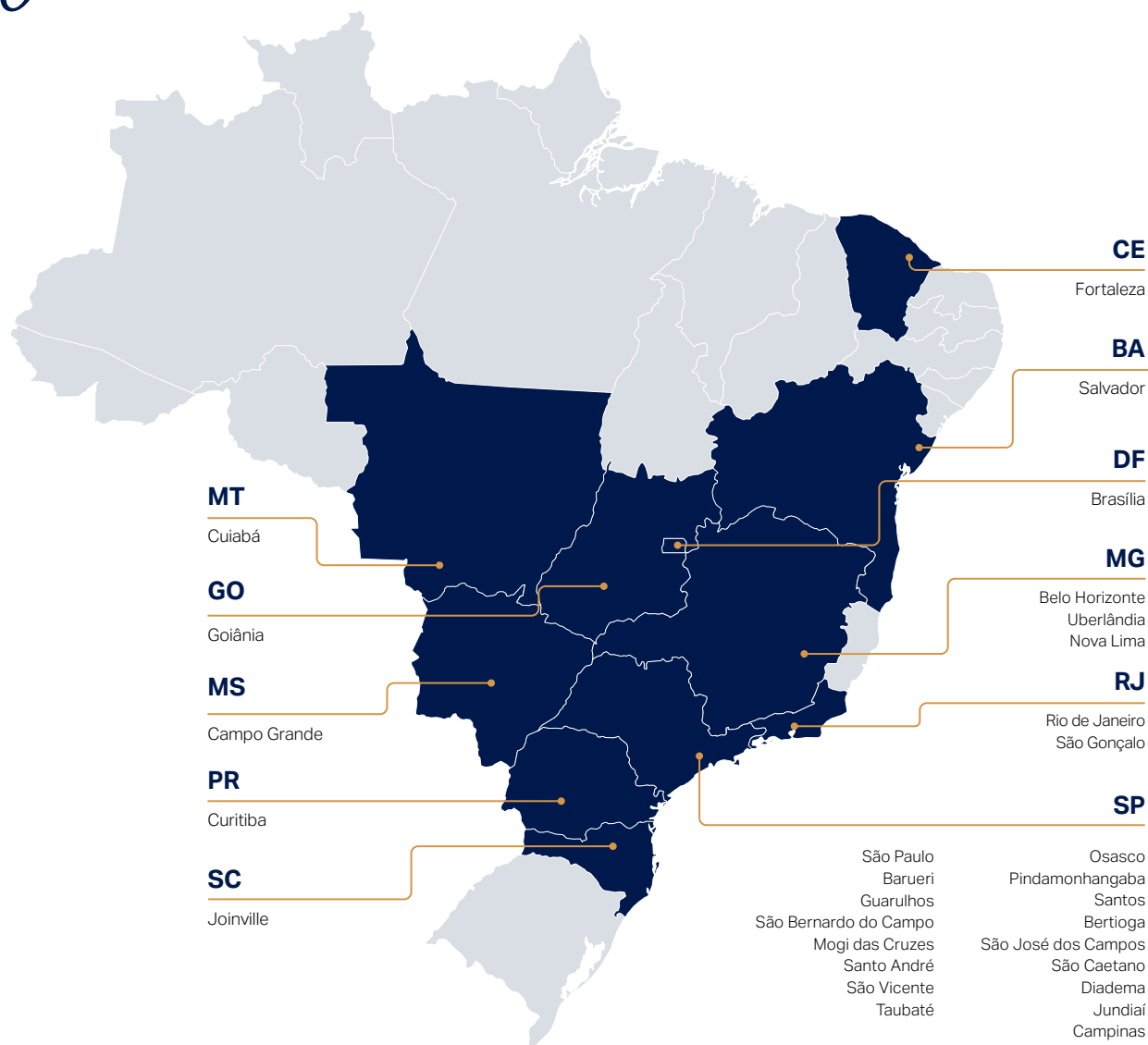
34*



MIXED

Delivered | In development

11 **4**



* All in addition to sales assets, Helbor has two administrative buildings (headquarters+branch), where employees carry out their work activities.

Sustainability Integrated into Business

GRI 2-12

We develop projects that prioritize quality of life, efficiency, and the preservation of natural resources, aligning with the best market practices and keeping pace with changes in consumer habits.

As a strategy, we have adopted the certification of our developments according to recognized social and environmental criteria, thereby committing to mitigate impacts, restore degraded areas, and incorporate “green” attributes into our projects.

We also support and encourage our partner construction companies to implement educational initiatives with construction workers, contributing to literacy and the development of their skills.

All of these principles are reflected in our ESG Policy, approved by the Board of Directors. This document defines Helbor’s objectives and guidelines for integrating sound environmental, social, and governance practices into decision-making, ensuring that sustainability remains a fundamental pillar of our business.

Implementing the Policy is the responsibility of the entire organization, from governance bodies to employees, who are expected to incorporate ESG principles into their daily routines. To structure these efforts, the Vice Presidency of Corporate Governance oversees internal controls and drives the continuous advancement of the ESG agenda, proposing strategies to enhance the Company’s environmental, social, and governance performance.

The execution of the ESG strategy is also supported by the direct engagement of the Executive Board, especially the Engineering Department, the Vice Presidency of Corporate Governance, and the Human Resources Department.

The Board of Directors is responsible for approving strategic guidelines, such as ESG-related policies, and for overseeing practices with the support of dedicated committees, including the ESG Committee and the Ethics and People Committee.

Learn more about our ESG Policy:
<https://bit.ly/4avATN1>

UN Global Compact

We are signatories of the United Nations Global Compact in Brazil, the world’s largest corporate sustainability initiative, which brings together over 25,000 companies and organizations across 67 local networks.

As a signatory, Helbor is committed to integrating the Ten Principles of the Compact into its strategies and operations, promoting responsible practices in the areas of Human Rights, Labor, Environment, and Anti-Corruption.

To reinforce this commitment, we offer our employees access to online courses provided by the Global Compact, covering topics such as Gender Equality, Climate Change, Governance, and SDG Integration.

Materiality

GRI 3-1 • 3-2

To strengthen our sustainability governance and align our actions with stakeholder expectations, Helbor conducted a materiality assessment in 2022. This process enabled us to identify the most relevant environmental, social, and governance (ESG) topics for our business model and value creation strategy.

The identification of these topics involved input from a wide range of stakeholders, including shareholders, customers, employees, construction companies, executive directors, real estate agents, financial institutions, business partners, and even competitors.

The process was carried out in four stages and resulted in the identification of 12 material topics, grouped into six main themes. They are:



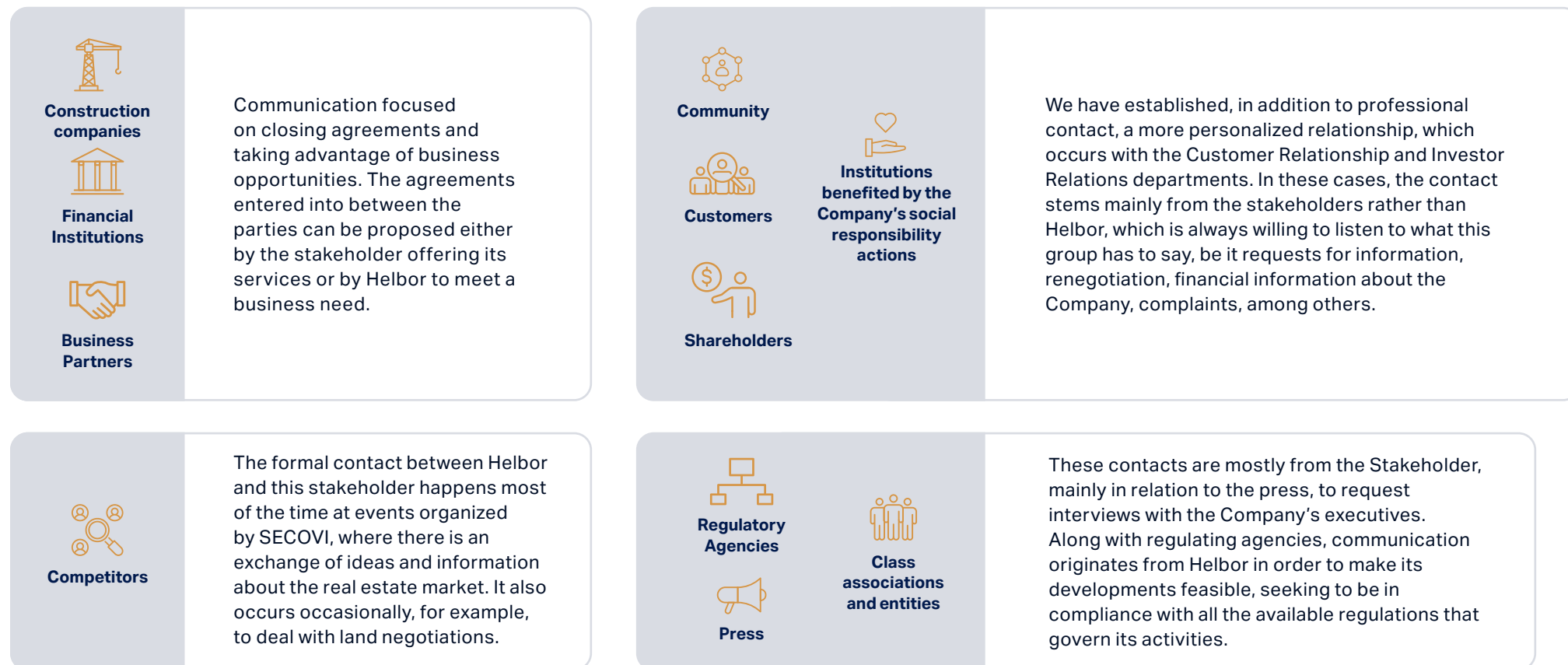
Material Themes	Material Topics	SDG
Operational Environmental Impacts	Waste management	
	Water use management	
	Energy use management	
Responsible Construction	Supplier environmental assessment	
	Best labor practices in the supply chain	
Employee Development and Engagement	Talent attraction and retention	
	Training and education	
	Diversity, equality and non-discrimination	
Ethical Driving	Governance structure for compliance	
	Ethics and anti-corruption	
Social Impacts of the Developments	Support for social development	
Quality and Safety of the Developments	Safety of the developments	

Stakeholder Engagement

GRI 2-29

As a way of engaging our stakeholders, we maintain specific routines and channels, which contribute to strengthening dialogue and bonds, supporting the Company in understanding different demands and expectations.

External Stakeholders



Internal stakeholders



Employees



Board Members

Company contact is daily, aiming to maintain an atmosphere of harmony aligned with the Company's culture and objectives. Every year, the 360° Evaluation is carried out, in which leaders and subordinates do a self-evaluation and an evaluation among themselves, to identify the points to be improved in the teams' relationship.



Executive Officers

Board meetings are held at least four times a year and contact between the Board and the Executive Board is more constant.



Brokers

Brokers, although they are not directly Helbor's employees, belong to partner brokerage companies, and are given the required support and information by the Company, so that they can perform their duties in the best possible way.

Launches

During 2024, we launched eight developments, with a total net PSV of R\$ 1.1 billion, of which 57% corresponds to Helbor's share.

LAUNCHES

2024

Américas 19



\$ PSV R\$ 349 mm

★ Middle Segment

🏢 614 units

🔑 51% sold

📍 Rio de Janeiro (RJ)



Fazenda Itapety



\$ PSV R\$ 85 mm

★ High Segment

🏢 100 lots

🔑 71% sold

📍 Mogi das Cruzes (SP)



Roya - 2ND PHASE



\$ PSV R\$ 23 mm

★ High Segment

🏢 100 units

🔑 38% sold

📍 São Paulo (SP)



Metropolitan Vila Nova By Helbor - 2ND PHASE



\$ PSV R\$ 31 mm

★ High Segment

🏢 36 units

🔑 17% sold

📍 São Paulo (SP)



LAUNCHES 2024

Helbor Patteo Vila Mariana - 1ST PHASE



\$ PSV R\$ 129 mm

★ Middle-High Segment

🏢 235 units

🔑 50% sold

📍 São Paulo (SP)



Helbor Alegria Patteo Mogilar - 1ST PHASE



\$ PSV R\$ 126 mm

★ Middle Segment

🏢 164 units

🔑 82% sold

📍 Mogi das Cruzes (SP)



Helbor Patteo Vila Mariana - 2ND PHASE



\$ PSV R\$ 237 mm

★ Middle-High Segment

🏢 106 units

🔑 18% sold

📍 São Paulo (SP)



Helbor Alegria Patteo Mogilar - 2ND PHASE



\$ PSV R\$ 142 mm

★ Middle Segment

🏢 165 units

🔑 24% sold

📍 Mogi das Cruzes (SP)



Deliveries

In 2024, 12 developments were delivered with a total PSV of R\$1.9 billion, of which 52.6% corresponds to Helbor's share, totaling R\$1.0 billion.

DELIVERIES 2024

Helbor Signature



\$ PSV R\$ 80 mm

★ High Segment

🏢 63 units

🔑 100% sold

📍 Joinville (SC)



Helbor Passeo Patteo Mogilar - 2ND PHASE



\$ PSV R\$ 97 mm

★ Middle-High Segment

🏢 108 units

🔑 100% sold

📍 Mogi das Cruzes (SP)



Caminhos da Lapa - Elo



\$ PSV R\$ 159 mm

★ Middle Segment

🏢 311 units

🔑 99% sold

📍 São Paulo (SP)



DELIVERIES 2024

W Residences São Paulo



Located in one of the most prestigious areas of São Paulo's capital, **W Residences São Paulo** stands as a landmark in Helbor's portfolio, combining sophistication, functionality, and architectural innovation. Delivered in 2024, the development is the result of a project that values urban experience, connecting residents to a contemporary, dynamic, and exclusive lifestyle.

With 216 residential units and a total PSV of R\$ 460.3 million — over R\$ 264 million of which corresponds to Helbor's share — the development had reached

81% of units sold by the time of completion, with **66% already transferred**, reflecting its strong acceptance in the market.

W Residences São Paulo incorporates elements of **timeless design and smart solutions** that promote comfort and convenience in daily life. The project also stands out for its thoughtful integration with the surrounding environment, contributing to the urban appreciation of the area and reinforcing the concept of **urban well-being** that guides the Company's operations.

- 💰 PSV R\$ 460 mm
- ★ Ultra High Segment
- 🏢 216 units
- 🔑 81% sold
- 📍 São Paulo (SP)



DELIVERIES 2024

Helbor Window Moema



\$ PSV R\$ 119 mm

★ High Segment

🏢 182 units

🔑 100% sold

📍 São Paulo (SP)



Casa Vila Nova by Helbor



\$ PSV R\$ 65 mm

★ Ultra High Segment

🏢 12 units

🔑 83% sold

📍 São Paulo (SP)



Helbor Patteo São Paulo



\$ PSV R\$ 259 mm

★ Middle-High Segment

🏢 334 units

🔑 88% sold

📍 São Paulo (SP)



Reserva Ipoema By Helbor Home - 2ND PHASE



\$ PSV R\$ 79 mm

★ Middle-High Segment

🏢 134 units

🔑 63% sold

📍 Mogi das Cruzes (SP)



DELIVERIES 2024

To. Liv Pinheiros



\$ PSV R\$ 63 mm

★ Economic Segment

🏢 400 units

🔑 84% sold

📍 São Paulo (SP)



Reserva Caminhos da Lapa - 1ST PHASE



\$ PSV R\$ 198 mm

★ Middle-High Segment

🏢 171 units

🔑 98% sold

📍 São Paulo (SP)



Helbor Patteo Klabin - 1ST PHASE



\$ PSV R\$ 125 mm

★ Middle-High Segment

🏢 306 units

🔑 99% sold

📍 São Paulo (SP)



Helbor B. Liv



\$ PSV R\$ 102 mm

★ Economic Segment

🏢 347 units

🔑 98% sold

📍 São Paulo (SP)



✦ Chapter 2

Ethics and Integrity

SDG



MATERIAL TOPICS



Corporate Governance

GRI 2-9 • 3-3

Helbor conducts its business with ethics, transparency, and responsibility, adhering to high standards of corporate governance.

Since 2007, the Company has been listed on the São Paulo Stock Exchange and is part of the Novo Mercado, the highest level of governance within B3. As a member of this segment, it voluntarily

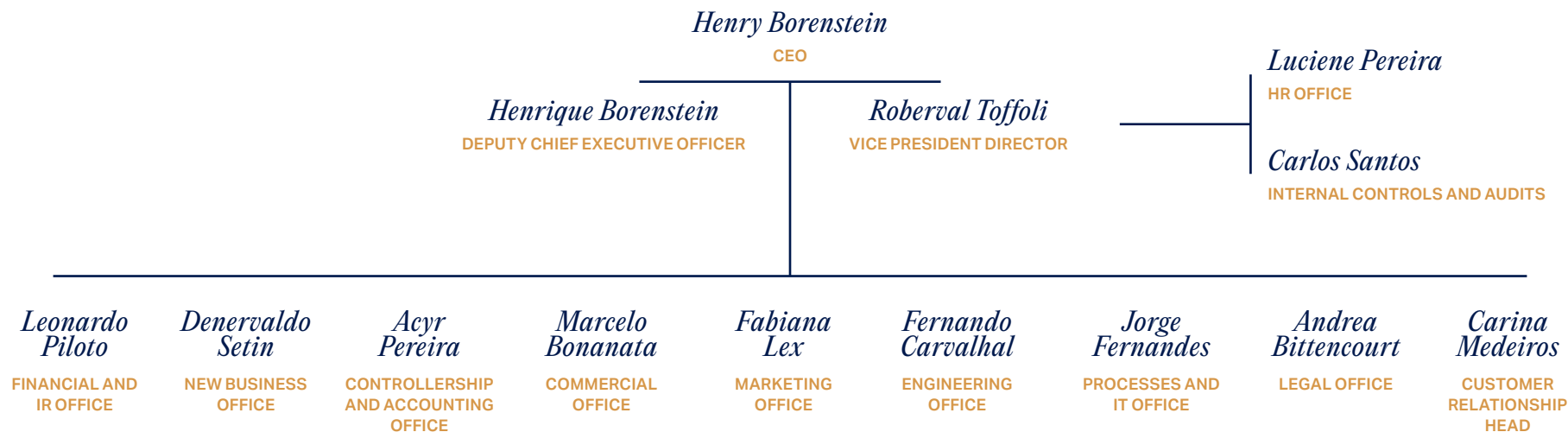
adopts practices that go beyond regulatory requirements, ensuring greater protection for shareholders and investors.

In addition, the Company incorporates the recommendations of the Brazilian Institute of Corporate Governance (IBGC) into its management model, aligning its practices with the best market references.

Helbor's Bylaws reflect these commitments and incorporate both the rules of Bovespa's Novo Mercado and the practices recommended by the IBGC.

♦ For more details, please visit:
<https://bit.ly/3WNwNtJ>.

See below the Company's leadership organization chart*:



*The organization chart reflects the composition of the Company's leadership on 05/29/2025.

Board of Directors

GRI 2-9 • 2-10

The Board of Directors (BoD) is the Company's highest decision-making body, responsible for guiding the strategic direction of the business. The BoD sets policies and guidelines, oversees the Company's performance, and ensures compliance with market best practices and the interests of its stakeholders.

The selection of members to join the Board follows the guidelines set out in the Nomination **Policy for Members of the Board of Directors, Advisory Committees, and Executive Board**. This document establishes that, in all cases, the selection process must prioritize qualified and ethical professionals who are aligned with the Company's values. Nominees must also have an unblemished reputation, hold no positions in competing companies, and present no conflicts of interest.

Currently, all members of the Board of Directors were elected through a single slate nominated by the Controlling Shareholder. The Board is composed of seven members, five of whom hold no executive roles within the Company. Additionally, three directors are considered independent.

- ◆ Learn about our Nomination Policy for Members of the Board of Directors, Advisory Committees and Board of Directors: <https://bit.ly/3H6PcLw>
- ◆ Check out the professional backgrounds and skills of the members of the Board of Directors on our website: <https://ri.helbor.com.br/en/esg/board-council-and-committees/>



Fiscal Council

GRI 2-9

In 2024, Helbor established a Fiscal Council that operates independently from both the Board of Directors and the Executive Board. The creation of this body provides the Company with an additional control mechanism, offering greater credibility and assurance in the oversight of business conduct and compliance with applicable rules and regulations.

Accordingly, the Fiscal Council is responsible for reviewing management's actions and monitoring the allocation of resources to ensure transparency and efficiency in the use of capital. It also analyzes the quarterly financial reports and the annual financial statements, issuing an opinion on their consistency.

The Council is composed of three permanent members and three alternates, all appointed for a unified one-year term, with the possibility of re-election.



Advisory Committees

GRI 2-9

Assisting the Board of Directors and the Executive Board in oversight and decision-making, we have established advisory committees as part of our corporate governance structure.

Statutory Audit and Risk Management Committee

The Statutory Audit and Risk Management Committee (COAUD) is a permanent advisory body linked to the Board of Directors.

With the mission of strengthening corporate governance and accountability, its performance guarantees the quality and integrity of financial statements, ensures the Company's adherence to legal and regulatory requirements and maintains risk levels at the desired levels.

To safeguard its independence and autonomy, COAUD has its own budget and operates without interference from the Executive Board.

The committee is composed of three non-executive and independent members, each serving a unified two-year term.

- ◆ Learn about the Internal Regulations of Helbor's Audit and Risk Management Committee: <https://bit.ly/4aJM2KE>

Executive Committees

In addition to the Audit Committee (COAUD), the Company has committees that regularly bring together executives and managers to discuss and define action plans on strategic matters.

- The **ESG Committee** is responsible for defining initiatives and goals related to sustainability, driving the adoption of practices aligned with the ESG agenda.
- The **Ethics and People Committee** focuses on discussing and implementing actions related to organizational culture and people management.
- The **LGPD Committee** ensures that the Company's operations comply with Brazil's General Data Protection Law (LGPD), reinforcing trust and transparency in the management and protection of data from customers, partners, and employees.
- The **Financial Committee**, in turn, promotes integration between the finance and commercial departments, contributing to sound decision-making that ensures Helbor's financial strength.

Executive Board

GRI 2-13

The Statutory Executive Board is responsible for implementing the Company's strategies and must ensure that business operations are conducted in alignment with Helbor's corporate policies and its commitment to sound governance practices, integrity, and ethics.

The members are elected by the Board of Directors, and serve a two-year term, with the possibility of re-election.

Currently, Helbor's Executive Board is composed of ten members, with terms extending through 2025.



Top Management Compensation

GRI 2-19 • 2-20

Helbor has a **Compensation Policy for the Members of the Board of Directors, Advisory Committees, and Executive Officers**, which provides for the parameters that should guide fair compensation for the managers of these governance bodies.

The remuneration of the Board of Directors is established by the Annual General Meeting and may be set as a global amount, the distribution of which among members is decided by the Board itself.

Executive Officers receive a fixed monthly salary, supplemented by a benefits package and variable compensation, which may include both short- and long-term incentives. Fixed compensation is determined individually, based on the responsibilities of each role and the professional experience of the executives.

Variable compensation is intended to steer the actions of the executive officers toward achieving the Company's strategic goals, including financial, operational, and sustainability performance indicators. The ESG targets linked to compensation are primarily focused on the Engineering and Governance areas, and include: contracting a social project to be carried out during the relevant period for all Helbor launches in the year; obtaining the AQUA seal for all developments launched during the period; and the Company's inclusion in the B3 Corporate Sustainability Index (ISE B3).

To ensure competitive compensation, the Company conducts market studies through external consultants, evaluating how the amounts paid compare to the sector's best practices. Based on these analyses, the Human Resources department and the Board of Directors determine

the compensation to be granted, also taking shareholders' perspectives into account in the decision-making process.

♦ See our **Compensation Policy for the Members of the Board of Directors, Advisory Committees, and Executive Officers** in full: <https://bit.ly/3TrheH8>

Ethics and Anti-Corruption

GRI 2-23 • 2-24 • 2-25 • 3-3 • 205-2

Contributing to ensure that all our relationships are guided by respect and integrity, we rely on a Code of Ethics and Conduct. This document provides guidance to our employees and executives, supporting them in building a responsible and ethical corporate environment.

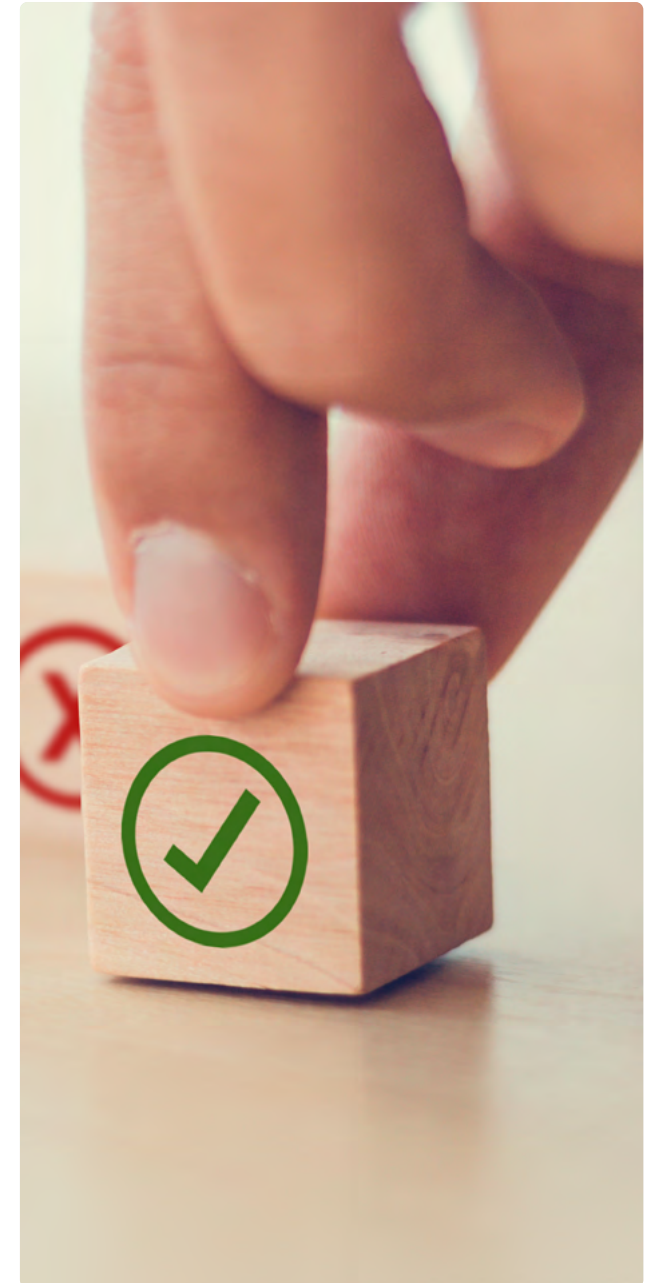
Updated in 2024, the Code addresses practices to avoid conflicts of interest and reaffirms our commitment to zero tolerance for discriminatory behavior, the fight against corruption, and the adoption of initiatives aimed at environmental conservation, among other issues.

To ensure its guidelines are well understood and effectively implemented, all employees are introduced to the Code upon hiring, and we offer annual training sessions led by the Human Resources Department.

In 2024, we strengthened communication around expected behaviors through institutional emails and messages on corporate TV screens installed at Helbor's headquarters and branch office. As a result, 100% of our employees and senior leadership were exposed in some way to communications about the company's ethics and integrity policies and procedures, including our position on anti-corruption.

Additionally, last year we conducted targeted training sessions focused on leadership roles.

♦ See our **Code of Ethics and Conduct** in full: <https://bit.ly/3RHhIh7>



Reporting Channel

GRI 2-26

In support of the application of our Code of Ethics and Conduct, we offer the Reporting Channel, which is available for receiving reports of situations and behaviors that are inappropriate or inconsistent with the Company's ethical standards.

Any internal or external report made in good faith can be submitted safely and confidentially. The Channel is managed by an independent and specialized company, ensuring that all reports are received, assessed, and categorized impartially before being forwarded to the Company's Ethics Committee, which is responsible for conducting the necessary investigations and implementing corrective actions.

◆ Access the Reporting Channel



www.canalintegro.com.br



0800 580 2432





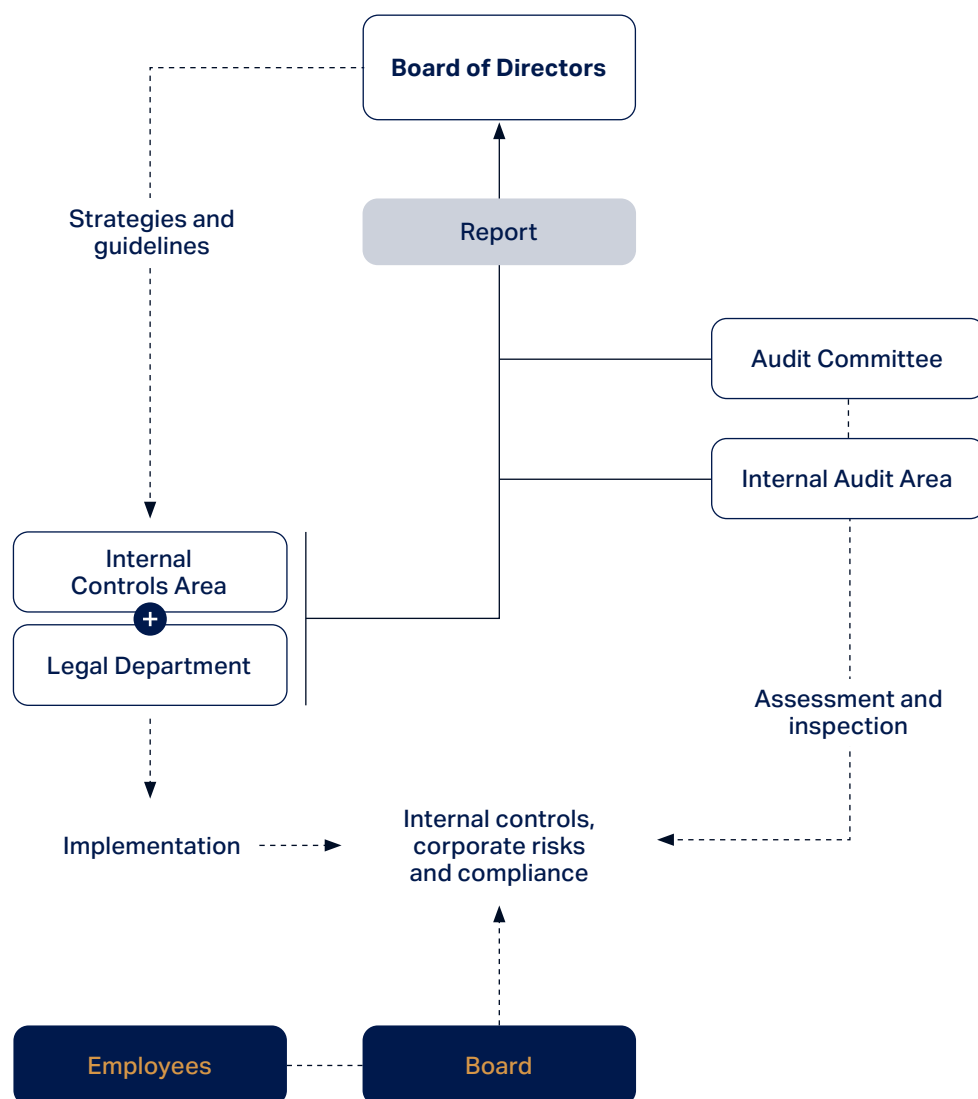
Risk Management

GRI 2-24

To protect our business while keeping corporate risks at acceptable levels, we rely on an internal structure with clearly defined roles and responsibilities, aligned with our **Risk Management Policy**.

This document, approved by the Board of Directors and revised in 2024, sets forth the guidelines to be followed for the proper identification, analysis, mitigation, and monitoring of risks.

- ◆ Learn more about our Risk Management Policy: <https://bit.ly/3NRLoQR>



Responsibilities



The **Board of Directors** is responsible for approving policies on the subject and establishing the acceptable limits of risks undertaken by the Company. In addition, the Board is responsible for supervising the effectiveness of the existing structures and processes for perfect performance of its functions.



The **Statutory Audit Committee**, as an advisory body to the Board, is responsible for closely monitoring the operation of the areas' risk management structures and processes, in addition to recommending to the Board of Directors any corrections or improvements to internal policies.



Under the responsibility of the **Internal Audit Area**, operationally linked to the Vice President of Corporate Governance, is the assessment of the quality and effectiveness of the risk management, control and governance processes of the Company. The area reports to the Audit Committee and to the Board of Directors, at least quarterly and whenever necessary.



The **Internal Controls Area** is operationally independent and is responsible for coordinating the functions of internal controls and corporate risks, directly reporting to the Audit Committee and the Board of Directors.



The **Legal Department** is responsible for coordinating Compliance activities, and also reports directly to the Audit Committee and to the Board of Directors.

Data Privacy and Security

GRI 418-1

Our **Privacy and Data Protection department** is responsible for the development and implementation of data governance policies, ensuring regulatory compliance and the adoption of best practices in cybersecurity.

Its initiatives encompass all stages of the data processing cycle, from collection, storage, and processing to sharing and the secure disposal of information.

The department is also in charge of conducting training programs, which include onboarding new employees as well as tailored sessions for specific internal teams.

The aim of these efforts is to raise awareness across our entire team about proper data protection practices, while also emphasizing the importance of privacy and the legal implications of non-compliance with regulations.

To efficiently serve data subjects, Helbor offers the Privacy Channel. Through this channel, individuals can exercise their rights under the LGPD and access more detailed information about how the Company processes the data it collects.

◆ Data Privacy and Protection Channel:



privacidade@helbor.com.br



Form: <https://www.helbor.com.br/canal-de-privacidade-e-Drotecao-de-dados/formulario-deconsentimento>

Investor Relations

GRI 2-29

To meet the expectations and demands of our investors, we have an Investor Relations (IR) department dedicated to providing support and strengthening the Company's credibility with this key audience.

With the goal of equipping investors with reliable and comprehensive information on the execution of the Company's strategies, the department maintains a routine that includes meetings, corporate events, and quarterly disclosures of financial and operational results.

All materials produced by the department, including detailed information on our corporate governance practices, are available on our Investor Relations website (ri.helbor.com.br).

By the end of 2024, Helbor had approximately 24,000 shareholders.

◆ Investor channels:



ri@helbor.com.br



(11) 94124-1025



◆ Chapter 3

Environmental Management

SDG



MATERIAL TOPICS



Environmental
Impacts of
the Operation



Quality and Safety
of Developments

Environmental Strategy

GRI 2-24 • 3-3 • SASB IF-EN-160a.2

At Helbor, we adopt an environmental strategy focused on reducing impacts and using natural resources responsibly, ensuring that these principles are embedded in every stage of the development cycle of our developments.

This commitment is formalized in our **ESG Policy**, which sets out guidelines for conducting business, integrating and promoting sound environmental practices throughout the value chain and across all phases of our developments - from initial design to final delivery.

Below, we present the main procedures, mechanisms and tools that ensure the environmental compliance of our projects, guaranteeing alignment with the best sustainable and regulatory practices.



PRELIMINARY ENVIRONMENTAL FEASIBILITY ANALYSIS

We conduct preliminary studies to assess the environmental feasibility of the location chosen for the development. Identification of possible environmental risks, such as permanent preservation areas, sensitive ecosystems, local fauna and flora, among others.



MANAGEMENT OF PERMANENT PRESERVATION AREAS (APP) AND LEGAL RESERVES

We respect the legislation relating to APP and Legal Reserve, implementing preservation, recovery and maintenance measures in these areas.



ENVIRONMENTAL LICENSING

We submit the required documents to obtain environmental licensing from the competent bodies, complying with the conditions established by environmental agencies for granting licensing.



WATER RESOURCES MANAGEMENT

We evaluate and monitor water consumption in the development, implementing practices to reduce consumption and sustainable management of water resources (learn more on page 57).



WASTE MANAGEMENT

We develop management plans for solid waste generated during the construction and operation of the project, implementing practices to reduce, reuse and recycle waste (learn more on page 55).



ENVIRONMENTAL MONITORING

We establish environmental monitoring programs to continuously assess the project's impacts, and adopt corrective actions in case of deviations or unforeseen impacts.



ENVIRONMENTAL IMPACT STUDY (EIA) AND ENVIRONMENTAL IMPACT REPORT (RIMA)

We prepare an EIA (Environmental Impact Study), followed by an RIMA (Environmental Impact Report), for large-scale developments, such as the Serra do Itapety Reserve Urban Plan project, which includes the Fazenda Itapety project (learn more on page 51). These documents detail the expected environmental impacts, mitigating and compensatory measures, and the alternatives analyzed.



ENVIRONMENTAL AUDITS

We carry out periodic audits to assess environmental performance and compliance with legal requirements, adopting corrective actions in the event of deviations or unforeseen impacts.

Certified Developments

SASB IF-EN-410a.1



We are proud to be the first, and so far, the only — pure real estate developer in Brazil to earn the AQUA Entrepreneur Seal, a distinction awarded to companies that stand out for their advanced sustainable building practices.

This certification acknowledges our commitment to high environmental quality, confirming that our developments meet the highest standards of environmental performance and comfort.

With this recognition, we have made a firm commitment to submit all new residential projects under our management to the rigorous AQUA-HQE certification process. Independently conducted, this certification carefully evaluates every stage of the project — from initial design to final delivery — ensuring the integration of eco-efficiency principles, socio-environmental responsibility, and well-being throughout the development cycle.

To obtain this certification, our developments undergo three specialized audits, conducted during the pre-design, design, and construction phases. These audits ensure compliance with 14 sustainability categories, including efficient water resource management, energy optimization, and quality of the built environment for residents.

In addition to its technical benefits, the certification has strengthened the perception of Helbor as a developer genuinely committed to sustainable development, highlighting our ability to integrate innovation, socio-

environmental responsibility, and quality of life in every new project.

In 2024, Helbor made significant progress in adopting best sustainability practices, expanding the AQUA certification to include new residential and mixed-use developments. This advancement reinforces the Company's commitment to certifying 100% of its new residential developments, ensuring that each one incorporates environmental standards and constructive efficiency.



Team and Supplier Training

To ensure compliance with the requirements of the AQUA-HQE certification in its developments, the Company, in partnership with the specialized consultancy ProActive, has been investing in the training of partner construction firms, preparing their teams to implement sustainable practices.

In 2024, one of the main initiatives was a training session on the creation of Demolition Waste Management Plans (PGRD), carried out to ensure proper documentation for future demolition works, with the first application at the Helbor Patteo Vila Mariana development.

The training covered legal guidelines and regulations related to construction waste management, and emphasized the importance of efficient waste sorting and appropriate disposal, highlighting benefits such as resource optimization, improved material management, and the potential for generating revenue through the reuse of inputs.



Developments with AQUA-HQE Certification

Commercial

Helbor Dual Patteo Mogilar



NeoLink Office, Mall & Stay



Developments with AQUA-HQE Certification

Residential

**Helbor Life Club
Patteo Mogilar**



**My Helbor
Patteo Mogilar**



**Helbor Passeo
Patteo Mogilar**



Fazenda Itapety*



*Certification completed at the pre-project stage.

Developments with AQUA-HQE Certification

Mixed-Use

Helbor Open Mind*



Helbor Open Mind stands out as one of the Company's leading developments in meeting high environmental standards. Inspired by the concept of urban kindness, the project was designed to promote well-being, integration and harmony between the city and its people. This approach includes accessibility solutions, such as ramps and elevators, and sustainable initiatives, such as eco-friendly systems and rainwater harvesting.

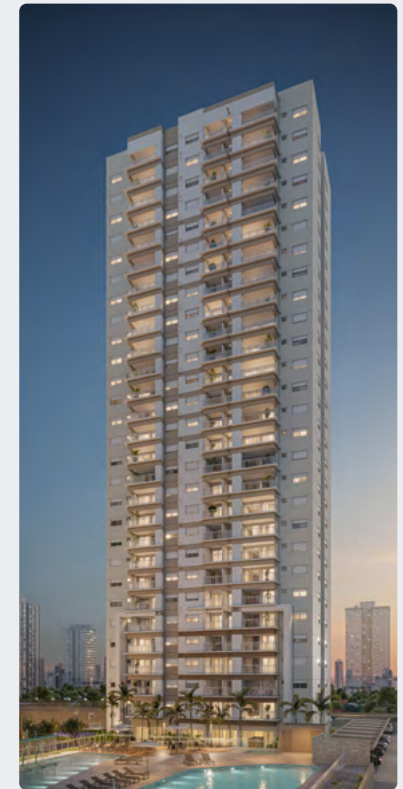
In 2024, the development completed the AQUA-HQE certification process in the pre-project stage for residential use.

*Certification completed at the pre-project stage.

Patteo Vila Mariana*



Helbor Alegria Patteo Mogilar*



Developments with AQUA-HQE Certification

BRK by Helbor



Helbor Clube Patteo São Bernardo



Land Rehabilitation

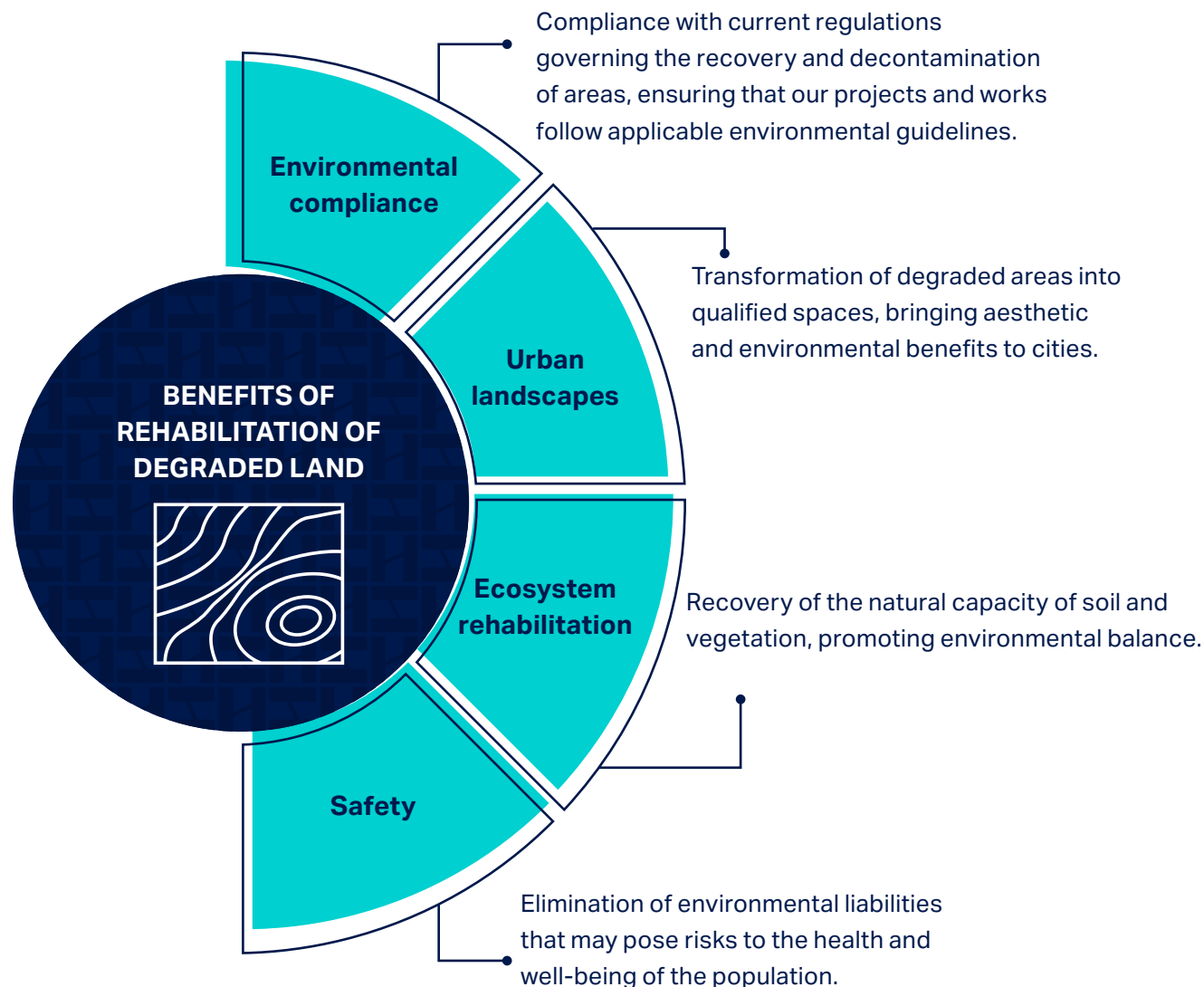
GRI 203-1

By rehabilitating land with environmental liabilities, Helbor transforms idle or contaminated areas into economically viable spaces, contributing to urban revitalization and bringing benefits to the community, the local economy, and the environment.

These efforts are carried out in partnership with specialized environmental consulting firms, which conduct investigations and determine the necessary measures for proper land recovery.

Since 2015, the Company has rehabilitated 28 areas, totaling over 287,000 m² — equivalent to approximately 24 soccer fields. Committed to expanding this positive impact, we have set a goal to recover 10 new areas in the coming years, totaling nearly 110,000 m².

In 2024, we made progress by recovering two areas, adding 22,000 m² of rehabilitated land during the period.



Number of Land Rehabilitated by Helbor since 2015

Developments	Location	M ² (land)	Investment for rehabilitation
Origem Tatuapé	São Paulo (SP)	7,798.85	223,000
Spazio Helbor	São Paulo (SP)	3,190.04	512,000
Trend SP	São Paulo (SP)	3,338.76	484,000
Landscape By Helbor	Mogi das Cruzes (SP)	17,976.84	263,000
Trilogy Home, Offices & Hotel	São Bernardo do Campo (SP)	15,602.02	543,000
Helbor Office São Paulo	São Paulo (SP)	1,720.00	830,000
Helbor Family Garden	São Bernardo do Campo (SP)	6,932.82	875,000
Helbor Up Offices Berrini	São Paulo (SP)	2,273.60	730,000
Caminhos da Lapa Home Clube	São Paulo (SP)	11,608.63	267,000
Trend Higienópolis	São Paulo (SP)	1,599.63	1,000,000
Art Paulista	São Paulo (SP)	1,750.00	510,000
Caminhos da Lapa Jerivás	São Paulo (SP)	19,163.35	267,000
W Residences São Paulo	São Paulo (SP)	6,068.26	485,000
Helbor My Square	São Paulo (SP)	11,046.61	515,000
Helbor Spazio Vita	São Paulo (SP)	5,398.04	1,000,000
São Paulo South House	São Paulo (SP)	3,550.00	670,000
Helbor Patteo Bosque Maia	Guarulhos (SP)	7,248.24	1,500,000
Helbor Jardim Ipoema	Mogi das Cruzes (SP)	14,319.67	820,000
Helbor Varandas Ipoema	Mogi das Cruzes (SP)	13,703.45	
Helbor Espaço e Vida Ipoema	Mogi das Cruzes (SP)	15,727.40	
Helbor Espaço e Vida Ipoema II	Mogi das Cruzes (SP)	17,079.22	
Helbor Praças Ipoema	Mogi das Cruzes (SP)	20,388.34	
Hesa 42*	Mogi das Cruzes (SP)	15,313.48	

Number of Land Rehabilitated by Helbor since 2015

Developments	Location	M ² (land)	Investment for rehabilitation
Helbor New Patteo Osasco	Osasco (SP)	4,581.00	250,000
Helbor Patteo São Paulo	São Paulo (SP)	18,179.54	450,000
Helbaaco	Guarulhos (SP)	19,421.33	13,290,000
Reserva Caminhos da Lapa	São Paulo (SP)	18,466.89	297,152
Helbor Patteo Vila Mariana	São Paulo (SP)	3,756.14	1,245,000
Total		287,202.15	27,026,152

Number of Land to be Rehabilitated

Developments	Location	M ² (land)	Investment for rehabilitation**
HESA 96 - Enxovia	São Paulo (SP)	12,346.00	7,131,000
HESA 125 - Eugênio de Freitas	São Paulo (SP)	2,973.00	240,000
HESA 159 - Semp Toshiba	São Paulo (SP)	26,090.44	3,117,000
HESA 176	Campinas (SP)	5,282.11	2,314,000
HESA 177	São Paulo (SP)	4,321.93	625,000
HESA 197	São Bernardo do Campo (SP)	28,150.58	1,800,000
HESA 224	São Paulo (SP)	2,181.00	295,000
Total		81,345.06	15,522,000

*We have not yet launched this development.

**Until December 2024.

Fazenda Itapety

GRI 2-22

Located at the foot of the Serra do Itapeti mountain range in Mogi das Cruzes (São Paulo), the Fazenda Itapety development stands as the Company's foremost environmental initiative. Renowned for its harmonious integration of nature and thoughtfully planned urbanization, the project offers residents a setting rich in biodiversity, without compromising the infrastructure and accessibility typically found in major urban centers.

The development is home to the Botujuru – Serra do Itapety Private Natural Heritage Reserve (RPPN), the largest private reserve in the state of São Paulo. This area is dedicated exclusively to the perpetual preservation of native vegetation, serving as a refuge for a variety of animal species native to the region.

To ensure responsible land use and minimize environmental impact, Helbor has implemented continuous Environmental Programs. These include monitoring of surface and groundwater, local flora and fauna, all under the supervision

of specialized consultants and in partnership with Instituto Ecofuturo.

Instituto Ecofuturo is a non-profit organization that works to help transform society through environmental conservation and the promotion of reading. During the development's licensing process, the Institute was entrusted with the management of the Botujuru RPPN, protecting its natural assets and contributing to the implementation of the management plan, in accordance with the permitted uses.



Climate Change

GRI 305-1 | 305-2

Helbor reaffirms its commitment to transparency and socio-environmental responsibility by voluntarily disclosing its Greenhouse Gas (GHG) emissions to CDP, an international non-profit organization that manages a global environmental disclosure system.

Helbor's GHG emissions inventory for the year 2024 was developed based on international best practices, in alignment with the Brazilian GHG Protocol Program and the Intergovernmental Panel on Climate Change (IPCC) Guidelines for National Greenhouse Gas Inventories.

The report includes both direct and indirect emissions, categorized under Scopes 1 and 2, and considers emission sources from operations over which the Company has operational control.



In 2024, Helbor recorded total emissions of 52.34 metric tons of carbon dioxide equivalent (tCO₂e), representing a 3.93% increase compared to the previous year. Scope 1 emissions decreased by 48.11% during this period, while Scope 2 emissions rose by 28.97%.

Emissions (tCO ₂ e)*		
	2024	2023
Scope 1	8.49	16.36
Scope 2	43.85	34.00
Total**	52.34	50.36

*Scope 1 emissions consider the following categories: mobile combustion, stationary combustion, fugitive emissions and land use changes. Scope 2 emissions refer to the acquisition of electricity, considering the location approach.

**The inventory included the quantification of the following gases: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O) and hydrofluorocarbons (HFCs).

Energy Efficiency

GRI 3-3 • 302-1 • SASB IF-RE-130a.5

Efficient energy management is a strategic requirement for Helbor, influencing everything from real estate investment analysis to relationships with partner construction companies. Our commitment to eco-efficiency has helped not only to reduce operational costs but also to add value to our developments, making them more sustainable and aligned with the expectations of investors and customers.

Although energy consumption in Helbor's administrative buildings is relatively low, the construction sites of our developments represent the highest energy demand within our value chain. At these sites, energy management is carried out by our partner construction companies, which report actual consumption to the Company on a monthly basis.

Energy Eco-efficiency in Projects

Energy efficiency is one of the environmental requirements that shapes our project development strategy and is also part of the evaluation criteria for obtaining AQUA-HQE certification (learn more on page 43).

Therefore, all projects are designed to integrate innovative lighting and climate control solutions, with a focus on using high-efficiency lamps and lighting systems, as well as maximizing natural light use.



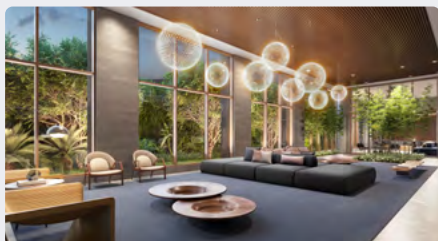
ENERGY ECO-EFFICIENCY AS A STRATEGY



Long-Term Operational Costs: Adoption of solutions that reduce energy consumption and improve building efficiency, such as thermal insulation and smart automation.



Certifications and Real Estate Appreciation: Investment in environmental certifications, such as **AQUA-HQE**, enhances the competitiveness of developments and may facilitate access to fiscal incentives and green credit lines.



Smart Technologies: Implementation of occupancy sensors, automation of lighting systems, and low-consumption equipment, optimizing the efficiency of common areas.

Energy consumption in administrative buildings (GJ)

	2024	2023	2022
Fuel	204.99	209.78	208.84
Renewable			
Ethanol	32.78	22.16	203.04
Renewable			
Gasoline	160.35	175.76	203.04
Diesel*	11.86	11.86	5.8
Electricity	1,559.58	1,500.19	1,409.09

Energy consumption on construction sites (GJ)

	2024	2023	2022
Electricity	4,761.58	5,295.92	4,055.02

*Diesel consumption was the same in 2023 and 2024, as the fuel is used exclusively to operate the generator at Helbor's headquarters in Mogi das Cruzes (SP). In both years, the generator was activated eight times.

Waste management

GRI 3-3 • 306-1 • 306-3 • 306-4 • 306-5

The Company generates a low volume of direct waste in its administrative buildings. The main materials discarded include paper, plastic, batteries, coffee capsules, aluminum, and glass. For these waste, we rely on a selective collection system that allows us to monitor the volumes generated, thereby increasing recycling and reuse rates.

At construction sites, waste management is the responsibility of the contractors hired by Helbor, who must ensure the proper disposal of materials in accordance with current legislation. The Company oversees this process through regular inspections and by reviewing documentation such as Waste Transport Control (CTR) forms, which record the volumes generated and their respective final destinations.

Since 2024, all Helbor developments have been certified under the AQUA-HQE standard (learn more on page 43), which also covers aspects related to good waste management practices and material reuse.

Waste management at construction sites



Structuring plans to minimize, reuse and recycle materials, with adequate separation on site and search for suppliers that adopt sustainable practices.

Choice of sustainable materials



Prioritization of certified materials with low environmental impact, considering their entire life cycle.

Efficiency in resource use



Precise planning to reduce waste, avoiding excess and rework on site.

Material reuse



Precise planning to reduce waste, avoiding excess and rework on site.

Training and awareness



Training of construction teams to strengthen good waste management practices and encourage the separation and correct disposal of materials.

Waste generated in administrative buildings (head office + branch)

	Weight (t)		
	2024	2023	2022
Hazardous waste			
Batteries	0.01	0.01	-
Subtotal	0.01	0.01	-
Non-Hazardous waste			
Paper	6.86	5.18	1.90
Plastic	0.57	2.73	1.35
Glass	0.004	0.04	0.02
Metal	0.06	0.003	-
Coffee capsules	0.06	0.06	-
Organic	9.77	12.03	5.36
Subtotal	17.32	20.03	8.62
TOTAL	17.33	20.04	8.62

Waste disposal (head office + branch)

	Weight (t)		
	2024	2023	2022
Hazardous waste			
Recycling	0.01	0.01	-
Non-Hazardous waste			
Recycling	7.55	8.00	3.27
Landfills	9.76	12.02	5.36
TOTAL	17.33	20.04	8.62

Waste generated at construction sites

	Weight (m ³ /ton)		
	2024	2023	2022
	109,193	118,070	43,858

Water management

GRI 3-3 • 303-1 • 303-3 • 303-5 • IF-RE-140a.4

The nature of the activities carried out by Helbor, which focus on the development of real estate developments, does not require significant water consumption, since administrative processes take place primarily in corporate settings and do not involve high-impact chemicals or operations in water-stressed regions.

Within our administrative offices, water use is limited to routine activities such as cleaning, human consumption, and sanitation. These needs are fully supplied by the municipal utility, which is also responsible for wastewater treatment. Even so, Helbor takes a proactive approach to raising awareness among its employees, promoting internal campaigns to encourage the responsible use of this essential resource.

At construction sites, water management is overseen by partner contractors, who report the volumes consumed on a monthly basis. Helbor closely monitors this process through audits and inspections, ensuring the adoption of sustainable practices and compliance with environmental regulations.

Additionally, the company ensures the implementation of hydraulic solutions that optimize water use, considering this one of the criteria for obtaining the AQUA-HQE certification for its developments.

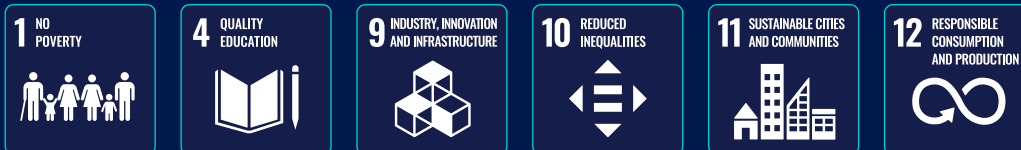
Water consumption (m³)

	Administrative buildings			Construction sites		
	2024	2023	2022	2024	2023	2022
Utility water	2,040	1,912	5,300	27,099	29,381	19,499
Water from tanker trucks	-	-	-	28,779	29,883	23,306
TOTAL	2,040	1,912	5,300	55,879	59,263	42,805

✦ Chapter 4

Social Impact

SDG



MATERIAL TOPICS



Social Impact Strategy

GRI 3-3 • 203-1 • 203-2 • 413-1

Helbor adopts a social impact strategy based on respect for communities and the promotion of sustainable urban development. Our developments are designed to harmoniously integrate with their surroundings, minimizing negative impacts and enhancing the quality of life wherever we operate.

Through strategic partnerships with local construction companies, we contribute to the generation of both direct and indirect jobs, strengthening local economies and fostering income generation throughout the construction industry's value chain.

Together with our partners, we are also committed to ensuring high safety standards at construction sites, full compliance with labor regulations, and the reduction of construction-related impacts on surrounding areas, always prioritizing the well-being of both the community and the professionals involved.

Recently, in an effort to broaden our positive social impact, we have begun supporting and encouraging initiatives aimed at developing the personal and professional skills of construction workers, helping to promote social growth and inclusion.

STRATEGY FOR CREATING VALUE FOR PEOPLE AND THEIR COMMUNITIES



“Incorporando Conhecimento” (Incorporating Knowledge) Project

Through the Incorporating Knowledge project, Helbor promotes direct social impact on construction sites by encouraging the personal and professional development of the workers involved in our developments.

This initiative, carried out in partnership with Instituto Alicerce, uses an innovative learning methodology to strengthen skills such as reading, and knowledge in Portuguese and mathematics, in addition to promoting key social-emotional competencies that support students’ integration and personal growth.

The program stands out for its ongoing monitoring of each participant’s educational journey,

with bimonthly assessments that track progress and allow for strategic adjustments to enhance outcomes and expand growth opportunities.

Together with the construction companies, Helbor encourages workers to take part in the Incorporating Knowledge program by allocating one hour of their daily work schedule for classes, while participants commit to investing additional time after work hours.

Since 2023, all new construction partners of Helbor are contractually required to implement educational programs for their workers. This requirement may be fulfilled through a partnership with Instituto Alicerce or another educational institution with a similar focus, previously approved by the Company.



Incorporating Knowledge class of the Fazenda Itapety construction site.



Incorporating Knowledge class of the Fazenda Itapety construction site.

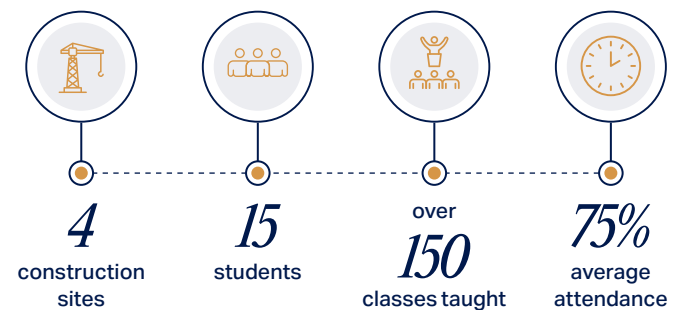


Incorporating Knowledge class of the New Patteo Osasco construction site.

In 2024, we completed the project at three construction sites and, with the support of our partner builders, expanded the initiative to another four construction sites.

Students from the first classes have stood out for their strong engagement and consistent attendance. Over the course of the program, the Helbor New Patteo class made significant progress in the language, writing, and mathematics learning tracks.

At the end, all participants who completed their learning paths received a certificate of completion, recognizing both their participation and development.



Others Social Initiatives

GRI 203-1

Restoration of the Mansion in Higienópolis

As part of our commitment to preserving urban heritage, Helbor developed the restoration project of the listed historic house in Higienópolis (São Paulo), integrating it into a mixed-use development. Built between 1916 and 1918, the eclectic-style mansion features two floors and a basement, which still bears traces of its occupation by the Department of Political and Social Order (DOPS) of the Federal Police, between 1965 and 2003.

With an investment of approximately R\$ 7 million, this initiative, carried out in partnership with one of the country's most renowned restoration firms, revives the historical and social value of the property, ensuring its conservation and reintegration into the urban space.





Social Action at the Meeting of Helbor Patteo Alegria

During the meeting of the Helbor Patteo Alegria development, Helbor, in partnership with the Fundo Social Mogi, offered a playful and memorable experience to 180 children, who attended a performance of the show "Universo Casuo." For many of them, it was their very first contact with a circus-style performance, filled with color, magic, and emotion.

This initiative, which aligns perfectly with the purpose behind the project, brought to life the true meaning of "Alegria" (Joy), creating an unforgettable day for the children.

Promotion of sport, culture and social inclusion

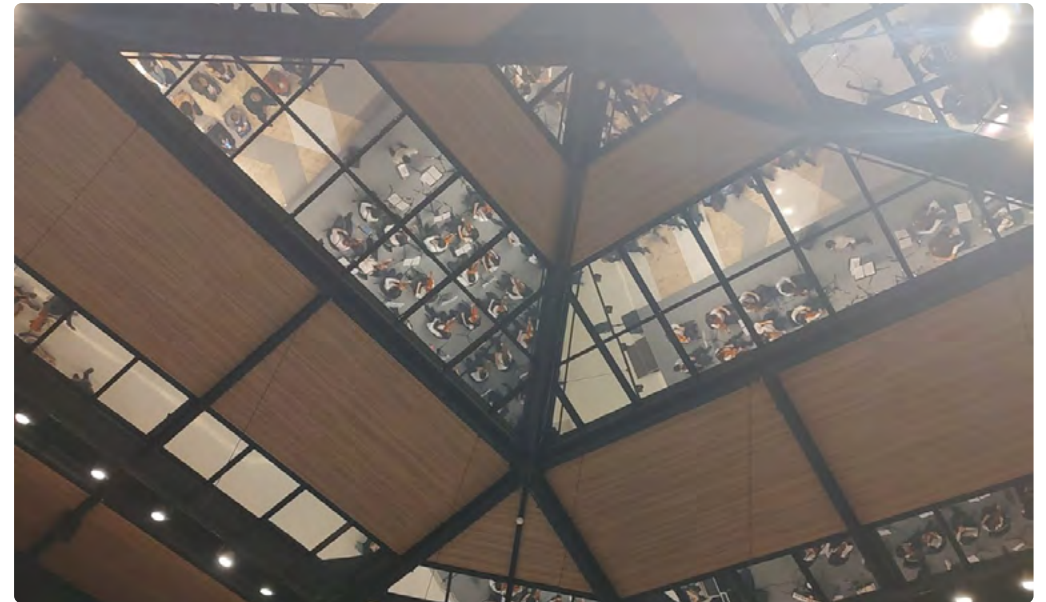
Committed to the social development of the communities in which it operates, Helbor allocated resources in 2024 through the Sports Incentive Law (LIDE) of Mogi das Cruzes (SP) to support the “Sports for Life” project, led by Instituto Sementinha.

Created in 2011, the project uses sports as a tool for social transformation, expanding opportunities for children and adolescents living in underprivileged areas.

Locomotiva Orchestra

In 2024, Helbor also maintained its partnership with the Locomotiva Orchestra, an initiative that has been promoting the sociocultural inclusion of children and adolescents, including people with disabilities (PwD), through music education and collective practice for over 15 years. As part of this partnership, Helbor promoted a concert by the Orchestra at Mogi Shopping, with the participation of over 50 young talents.

Learn more about the Locomotiva Orchestra at: www.projetolocomotiva.org.





Art and Culture in Our Developments

Helbor hosted Real Estate Of The Art, a cultural event that transformed a construction site in the Itaim Bibi neighborhood of São Paulo (SP) into a space for art and interaction. Held in partnership with MPD Engenharia, the event welcomed visitors for an immersive experience that combined art, technology, and sustainability, reinforcing the Company's commitment to bringing its developments closer to the community and supporting the cultural growth of our cities.

The initiative featured renowned artists from both the Brazilian and international art scenes, who showcased their works through projections, light installations, and live painting performances.

✦ Chapter 5

Team Helbor

SDG



MATERIAL TOPICS



Our Team

GRI 2-7 • 401-1

The strength of Helbor lies in the people who, with dedication and commitment, drive our business model forward and turn our strategies into reality.

Our employees make the company a benchmark in the real estate sector, ensuring that each project is developed with quality, innovation, and excellence.

In 2024, we had 285 professionals on our team, working across our headquarters in Mogi das Cruzes (SP) and our branch in São Paulo's capital.



285
employees
(100% permanent
contract and full-time)



36%
men



64%
women



Operation in the state of
São Paulo



Hirings and Dismissals*

Age Group	Total number of hires	Hiring rate	Total number of dismissals	Turnover rate
Under 30 years old	26	0.26	30	0.30
Between 30 and 50 years old	24	0.15	24	0.15
Over 50 years old	1	0.04	2	0.07
Gender				
Female	27	0.15	28	0.15
Male	24	0.23	28	0.27
Region				
São Paulo	51	0.18	56	0.20

*Two Helbor employees were moved in 2024, without replacement, and therefore were not considered in the number of dismissals.



Closeness to leadership and the business

Closeness to leadership

To strengthen the exchange of experiences and strategic alignment, we maintain the “Chat with Leadership” initiative, which fosters meetings between employees and senior management. The program, which began with the President, was expanded in 2024 to also include Directors, providing a broader perspective on how each area contributes to the Company’s overall results.

During these meetings, leaders share their experiences and insights. In addition, employees have the opportunity to discuss topics such as the work environment, career paths, and strategic challenges, reinforcing team engagement and a sense of belonging.



Visit to the Developments

In order to enhance the connection between employees and the Company's developments, we are continuing the initiative of tours in the developments.

The initiative provides teams working in the corporate environment with the opportunity to get to know the projects they helped to make possible, recognizing the work of each employee in the implementation and delivery of the projects.

Organizational Culture

Since 2022, with the support of the People Committee, we have been carrying out work focused on our organizational culture, with the aim of strengthening our identity and ensuring that our values, rituals, and practices reflect both our current context and our future aspirations.

To that end, we conducted an in-depth immersion and diagnosis of our organizational culture, seeking to understand how our teams experience it in their daily routines and to identify opportunities for improvement.

A significant milestone in this journey was the 2024 Climate and Satisfaction Survey, based on the Great Place to Work (GPTW) methodology, which led to follow-up focus groups and the definition of strategic actions.





With an 85% response rate, the survey provided valuable insights into employees' perceptions of the work environment. The overall favorability index reached 69%, with a highlight on the Pride dimension, which scored 76% favorability, demonstrating employees' alignment with the Company's purpose and values.

In addition to highlighting positive aspects, the results also revealed opportunities for improvement

in strategic areas. All suggestions were thoroughly reviewed and served as the foundation for the development of action plans tailored to the main needs identified.

The survey also assessed the maturity level of leadership, offering strategic guidance for its development and supporting the definition of priority actions and investment areas.



85%
adhesion



69%
favorability index

Talent attraction and retention

GRI 3-3

To attract talent aligned with our values and culture, we rely on recruitment and selection platforms that connect professionals whose profiles match the opportunities we offer to Helbor, bringing greater accuracy and agility to our attraction processes.

In addition to these platforms, we also advertise our job openings through the Company's social media channels. On these platforms, we highlight the distinctive aspects of our organizational culture, celebrate team achievements, and share initiatives focused on people development.

For strategic positions, we count on the support of specialized consultants and headhunters, which enhances the precision in selecting the right talent.

Internal Opportunities

In 2024, we implemented the **Employee Transfer Policy**, aiming to expand career opportunities and strengthen integration between companies that are under the same controlling group as Helbor.

This Policy applies to Helbor Empreendimentos S.A. and HBR Realty Empreendimentos Imobiliários S.A., and sets forth guidelines for employee transfers. All movements are assessed based on operational needs, individual competencies, and approval from board of directors.

Employees interested in internal opportunities may apply, provided they meet the criteria outlined in the Recruitment and Selection Policy. In addition, managers and directors are also encouraged to recommend employees for transfer opportunities.

All transfer requests are reviewed by the Human Resources department, ensuring transparency, fairness, and compliance with labor best practices and internal regulations.



Support for employability of young people

In 2024, we continued the Internship Program, ensuring that the interns selected in 2023 actively participated in training sessions, performance evaluations, and organizational climate surveys, promoting greater integration and development of these young talents within the Company's activities.

In addition to this program, we also supported the employability of young people by offering positions through the Young Apprentice Program.



Development and Recognition

GRI 2-29 • 3-3 • 404-1 • 404-2

To support our team in developing both professional and personal skills, we offer a training platform managed by Qulture Rocks. This tool enables the development of soft skills, hard skills, and technical competencies, with content structured along learning paths.

We also provide the Educational Incentive Program, which was expanded last year. The program offers scholarships ranging from 40% to 80%, covering both short- and long-term courses. Its goal is to promote continuous development and professional growth by supporting training for both current and future roles aligned with our corporate strategy.

To access this benefit, employees must meet certain eligibility criteria, such as having been with the company for at least one year (with the exception of technical training, which can be requested after 90 days of employment) and having no unjustified absences in the past year. The percentage of the subsidy granted is determined based on the employee's performance evaluation.

In 2024, the program supported employees in undergraduate, graduate, and MBA courses, reinforcing our culture of professionalization, improvement, and lifelong learning.

Training hours

Functional Category	Average training hours
Board of Directors	0.36
Management	16.29
Coordination	17.32
Non-leadership	2.93

Average training hours



5.67 h

average training
hours



8.10h
men



4.28h
women

Leadership Development

For yet another year, we upheld our commitment to developing the Company's leaders through a new edition of the Leadership Development Program. The initiative was carried out in partnership with Great Leader to Work, and the learning journey consisted of four modules.

Last year, two modules were held, addressing topics such as Ownership and Self-Responsibility, and Communication and Feedback.

In 2025, the initiative will continue with the remaining modules and is expected to conclude with a final meeting, designed to encourage feedback exchanges and reflections among participants.



Performance Evaluation GRI 404-3

In 2024, Helbor revamped its Performance Evaluation Program. The new approach to assessing our team's performance reinforces our culture and values, reflecting behaviors and competencies that are essential for the growth of both the organization and its professionals. This enables stronger alignment with the Company's objectives and supports strategic decisions related to growth, recognition, and professional development. The development and implementation of the new process also aimed to improve the employee experience by promoting a more accurate measurement of performance and contributing to a fairer perception of the evaluation.

Our performance evaluations are conducted on an annual basis and apply to all employees, from interns to directors. The process is carried out through the external platform Culture Rocks and includes a self-assessment, which serves as a tool for reflection and feedback. In addition, the current model allows for the nomination of up to two peers and two internal customers, enabling a more complete and well-rounded evaluation.

Peers must be colleagues from the same department who work directly with the person being evaluated and share the same leadership. Internal customers, in turn, are professionals from other departments with whom the employee interacts in the development of projects or processes.

The new evaluation model also updated the expected behaviors of employees, structuring the evaluation scale from one to five. This allows for a clearer translation of behavior execution and observation, reducing subjectivity and ensuring a fairer distribution of evaluations.



In 2024,

95%

of employees underwent performance evaluation



97%
men



94%
women

Percentage of employees with performance evaluation

Functional Category	Total evaluated
Board of Directors	64%
Management	63%
Coordination	97%
Non-leadership	100%

Individual Development Plan (IDP)

Alongside performance evaluations, team development is strengthened through Individual Development Plans (IDPs).

These IDPs are designed to identify areas for improvement, foster continuous growth, boost employee engagement, and support the development of talent and leadership within the organization.

The creation of each plan is a collaborative effort between employee and manager, taking into account current skills, areas of interest, and the Company's strategic needs.

In order to ensure its success, the plan requires ongoing monitoring throughout the year, with frequent feedback that guides the employee's progress and allows for adjustments whenever necessary.

Recognition and Career Development

With the aim of acknowledging and valuing the dedication and growth of its employees, Helbor structured and implemented a progression and merit program in 2024.

To ensure that this structure remains fair and transparent, the Company formalized in its Compensation and Merit Policy the guidelines that must be followed. This document outlines the criteria and procedures for managing positions and salaries, offering support to leaders in compensation management, ensuring internal equity, preventing pay disparities, and maintaining alignment with market benchmarks.

All permanent employees of Helbor Empreendimentos are eligible for the program, with the exception of interns, apprentices, and outsourced workers, who follow specific rules.

Career progression may involve changes in level or movement into leadership roles and can occur annually, depending on the fulfillment of predefined criteria, following the performance evaluation.

Competitiveness

To keep its organizational structure competitive and aligned with the market, Helbor launched a job and salary review project in partnership with a specialized consulting firm. This initiative, consisting of eight stages, began in 2024 and encompasses everything from planning and job description analysis to the establishment of a well-defined salary structure with clear tables and ranges.

The goal is to ensure that the Company's Remuneration Policy is aligned with the best practices in the sector, promoting internal balance and competitiveness. As part of this process, Helbor participated in a salary survey with companies in the segment, enabling a comparative assessment of the market and identifying necessary adjustments.

Health and Wellbeing

GRI 3-3

At Helbor, we prioritize the well-being of our team by investing in initiatives focused on mental health and quality of life at work.

In 2024, we held our Internal Week for the Prevention of Workplace Accidents (SIPAT), with a special focus on mental health. During the event, we hosted talks that emphasized the importance of mental and emotional well-being, such as:

- **"Emotions on the Surface":** the impact of chronic stress, signs of mental exhaustion, and self-care strategies.
- **"Empowered Mind":** how emotional intelligence and positive habits help protect the mind against negative thoughts and self-sabotage.

SIPAT was attended by 143 people, and 75% of the satisfaction survey respondents rated it as highly satisfactory.



Support for Mental Health and Quality of Life

In addition to educational initiatives, we also offer other resources to support mental well-being:

- **Zenklub:** a platform offering access to mental health and

coaching professionals, with two free sessions per month and affordable rates for additional sessions, also extended to dependents.

- **Auster:** a fully free psychological support service for employees and their direct dependents, including emergency care provided by psychologists over the phone.



38%
participation



75%
satisfaction

Diversity and Inclusion

GRI 3-3 • 405-1

At Helbor, we foster a work environment grounded in respect, inclusion, and integrity. Our Code of Ethics and Conduct reaffirms our unwavering commitment to operating free from any form of prejudice or discrimination.

To ensure this principle is upheld across all our relationships, we provide accessible and confidential reporting channels, allowing employees, partners, and other stakeholders to report any inappropriate behavior. When necessary, we apply disciplinary measures in accordance with our Integrity Policy, reinforcing an organizational culture guided by ethics, transparency, and responsibility.

Diversity among employees

By gender	Male	Female
Board of Directors	82%	18%
Management	63%	38%
Coordination	44%	56%
Non-leadership	30%	70%

By age group	Under 30 years old	From 30 to 50 years old	Over 50 years old
Board of Directors	0%	36%	64%
Management	0%	79%	21%
Coordination	0%	88%	9%
Non-leadership	46%	48%	6%

By race	White	Black	Brown	Indigenous	Yellow
Board of Directors	91%	0%	9%	0%	0%
Management	71%	0%	17%	0%	13%
Coordination	82%	6%	9%	0%	3%
Non-leadership	66%	7%	23%	0%	4%



Casa
Solidária

Helbor HBR
IMÓVEL - DE CADA CASA REALTY

Casa Solidária

Through Casa Solidária, our corporate volunteer program, we promote campaigns and initiatives that reflect our commitment to social responsibility and strengthen employee engagement.

Last year, the highlight was the Casa Solidária Easter campaign, in which we collected boxes of chocolates for 71 children from Casa da Criança de São Paulo and 110 more for kids from an underprivileged community in Mogi das Cruzes. The latter initiative was carried out in partnership with the NGO Junta que Ajuda, which works to combat hunger in the region.

Soulcial Gymkhana

Over the past year, we organized two social Gymkhanas in partnership with Soulcial, a social impact startup based in Mogi das Cruzes (SP). The initiative aimed to raise funds for social institutions through the registration of fiscal receipts in the “Nota Fiscal Paulista” program, which allows a portion of the ICMS tax to be allocated to charitable organizations.

The competition took place within the Soulcial app, where each receipt submitted generated a donation and earned points for our team members, who could later exchange those points for prizes such as shopping vouchers.

In the first half of 2024, we raised R\$ 12,000 for Lar Mãe Mariana, located in Suzano (SP), with the engagement of 105 employees.

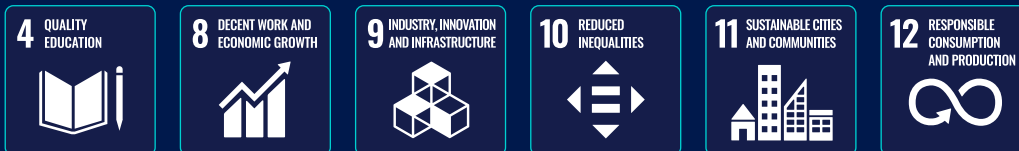
In the second half, as part of our Children’s Day campaign, we mobilized 90 employees, resulting in a R\$ 18,000 donation to Vida Carrapicho, an institution in São Paulo (SP) that supports children and adolescents in vulnerable situations.



✦ Chapter 6

Trust Relationships

ODSs



MATERIAL TOPICS



Responsible
Construction



Quality and Safety
of Developments

GRI 2-6

Reaching 47 years of operation while conducting business with excellence has only been possible thanks to the building of trusting relationships.

The strengthening of these connections has enabled the expansion of our brand, consolidating our presence in the market and allowing more people to realize their dream of purchasing their own home.

Our relevance is driven by an extensive network of partners, including local construction companies, independent brokers, real estate agencies, and financial institutions. This collaborative ecosystem ensures the successful delivery of Helbor's projects and facilitates customers' access to real estate solutions tailored to their needs.



Suppliers

GRI 2-6 • 2-24 • 3-3 • 204-1 • 308-2 • 408-1 • 409-1 • 414-1 • 414-2

In 2024, Helbor maintained business relationships with over 1,500 suppliers across Brazil, including marketing agencies, consultancies, and administrative service providers. Among them, our partner construction companies stood out due to their importance and central role in the delivery of our developments.

Over the course of the year, eight construction companies became part of the Company's supplier base, with total payments estimated at approximately BRL 870 million. Of this amount, around 99.5% of the purchasing budget was allocated to local suppliers, with a focus on construction firms located in the same state where the projects were carried out.

All commercial contracts include clauses requiring contracted parties to comply with current legislation, covering occupational safety, hygiene, and health regulations. Additionally, we prohibit any relationship with companies that make use of child labor, forced labor, or any form of labor analogous to slavery.

Partner Construction Companies

Helbor, as a pure real estate developer, does not directly carry out the construction of its projects. Instead, it relies on the support of construction companies to bring its developments to life. The selection of the best partners takes into account criteria such as expertise, market reputation, and the ability to ensure quality, safety, and on-time delivery, factors that are essential to maintaining the Company's high standards of excellence.

To ensure that our partners adopt sustainable practices and comply with labor, safety, and occupational health regulations, all construction companies are required to sign contracts containing mandatory social and environmental clauses. These requirements include, among others:

- Waste management: mandatory documentation on soil transportation and disposal, ensuring sorting and reuse whenever possible.

- Resource efficiency: encouraging the eco-efficient use of energy and water at construction sites.
- Urban environmental quality: development of Environmental Quality Plans with strategies to reduce noise and mitigate impacts on surrounding areas.
- Compliance with building safety regulations, proven by fire department inspection certificates and the issuance of the occupancy permit (Habite-se) by municipal authorities, ensuring that all construction work is fully aligned with current legislation.
- We regularly conduct inspections at construction sites to verify compliance with these requirements. In 2024, we did not identify any construction companies at risk of non-compliance.

Partner Brokers

Helbor has a sales model designed to ensure greater flexibility and efficiency in the sale of its developments.

We have our own brokerage firm, Helbor Vendas, which shares 100% of our DNA and enables greater control over the sales process, both for new launches and existing inventory.

In 2024, we significantly strengthened our sales team, which grew to include 600 in-house brokers, 500 operating in São Paulo's capital and 100 in Mogi das Cruzes. These professionals were responsible for approximately 60% to 70% of our total sales during the period.

In addition to Helbor Vendas, the Company also works with an extensive network of partner brokers, made up of over 30,000 independent professionals and real estate agencies, who connect with us through our CorretorON platform. This strategic partner network extends our market reach and played a relevant role in sales performance, contributing to around 30% of total sales for the year.

To enhance the experience of our partner brokers, the CorretorON platform underwent technological improvements in 2024, increasing its integration and speed of service. Last year, Helbor also introduced new functionalities to the partner app, including document digitization and the implementation of digital signatures, streamlining and expediting the formalization of sales.

Bringing Visibility to Our Sustainable Development Strategy

In 2024, in partnership with Fundação Vanzolini, a recognized authority in the market, we developed training programs for our sales teams to broaden their understanding of environmental certifications, such as AQUA-HQE, and how these certifications add value to our developments, bringing benefits to both future homeowners and the environment.

In addition to these training initiatives, our sales teams receive promotional materials such as brochures, papers, marketing campaigns, and commercial presentations that highlight the social and environmental aspects associated with our developments.

Customers

GRI 2-6 • 2-25

At Helbor, we strive to make the experience of acquiring a property truly memorable, ensuring that at the moment of key delivery, the customer receives exactly what was promised, within the agreed timeframe.

To strengthen this relationship, we offer **Central do Cliente Helbor** (formerly "Ser Helbor") an exclusive customer service program that supports our customers from the signing of the contract through to post-occupancy. This program includes welcome messages, invitations to visit the construction site, celebratory events at key handover, and a direct communication channel for after-sales support.

We also provide the **Customer Portal**, which allows direct contact with our service teams, access to construction updates, and clarification of any questions. All requests and complaints are monitored internally by the Helbor Client Center.

In 2024, we began using an integrated CRM system, enabling more accurate monitoring of the customer journey and reducing the average

decision-making time from 90 to 25 days. Additionally, the digitalization of processes has simplified everything from document collection to contract finalization, ensuring greater speed and efficiency in both pre- and post-sales stages.

Our commitment to service quality is also reflected in how we handle customer feedback on external platforms. Public complaints registered on Reclame Aqui are managed by our team of specialists, ensuring transparency and effective resolution in every interaction.

As a result of these efforts, Helbor has maintained a record of excellence on Reclame Aqui for over five years, being the only real estate developer in Brazil to achieve this distinction.

What is the reputation of
Helbor Empreendimentos?



**Reputation
RA 1000**

The company has achieved the highest reputation on **Reclame AQUI**. Its overall score is **8.4/10**.



"Só a Helbor Tem" (Only Helbor Has) fairs

The "Só a Helbor Tem" fairs, held annually for nearly a decade, have become a key sales driver for the Company, while also playing a decisive role in inventory optimization.

In 2024, the 112th edition of the fair was held simultaneously in Curitiba (PR), Mogi das Cruzes (SP), and São Paulo (SP).

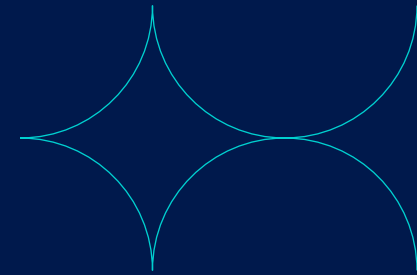
The event was a success, reflecting a scenario of high demand for properties.

Só a Helbor Tem \ 2024



✦ Chapter 7

Performance



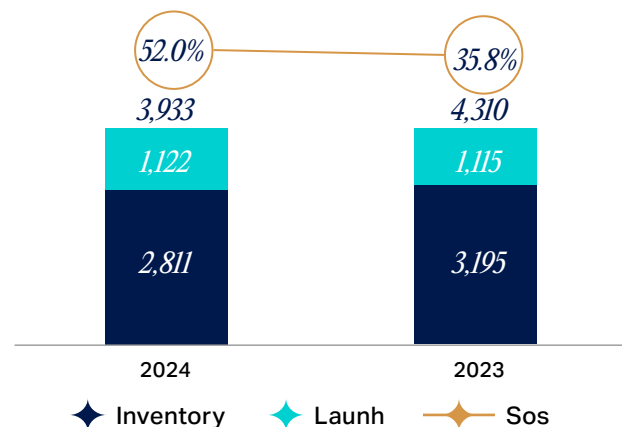
Operational Performance

For yet another year, Helbor continued on its path of sustainable growth and the consolidation of its position in the market. Our resilience, combined with focused and strategic efforts, enabled us to achieve solid results on several fronts, demonstrating the effectiveness of our management and our commitment to investors and other stakeholders.

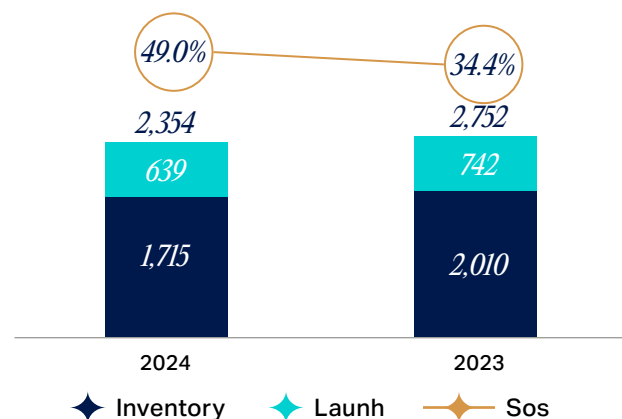
Contracted Sales

In 2024, Helbor's total gross sales reached R\$ 2.04 billion, representing a 32.6% increase compared to the previous year. Of this total, 49% referred to units under construction, 33% to completed inventory, and 18% to new launches.

Total SoS (%) and Offering (R\$ million)



Total SoS (%) and Offering (R\$ million) - Helbor

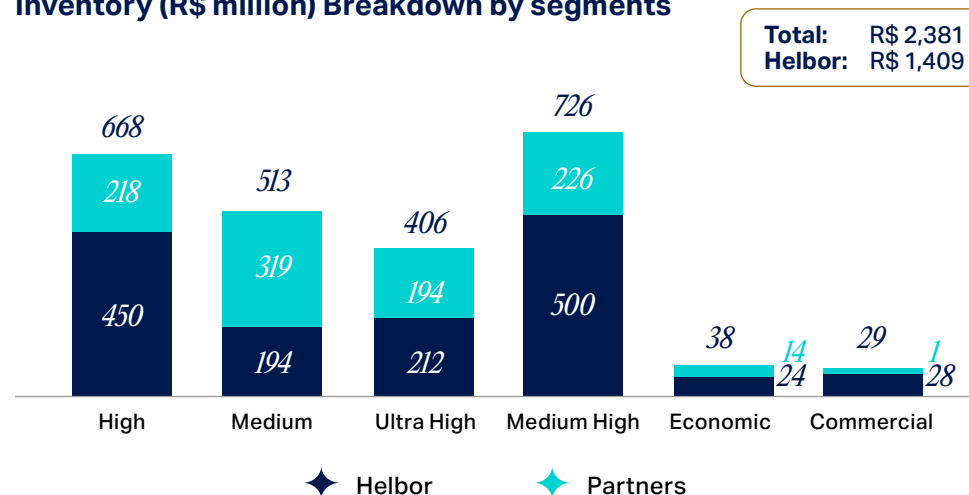


Inventory and Landbank

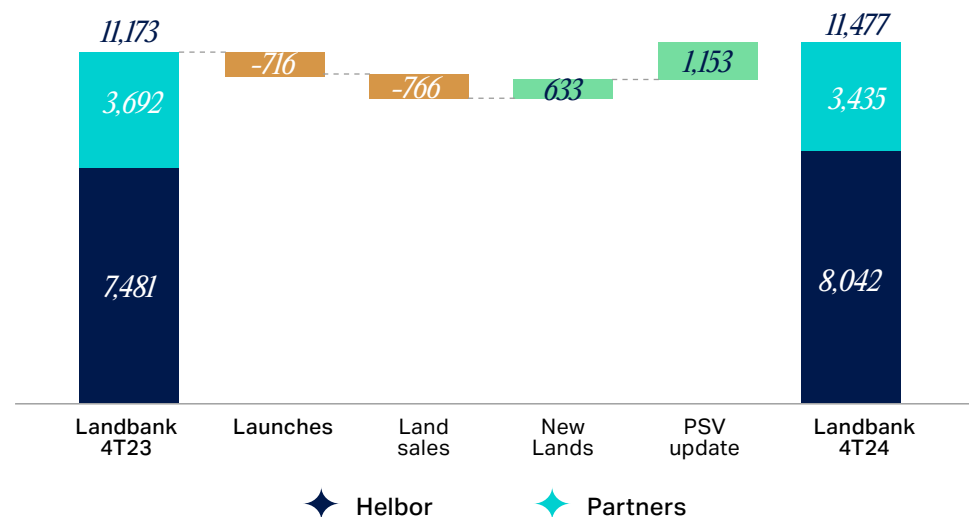
We maintained an inventory valued at R\$ 2.4 billion at the end of 2024, comprised of units under construction, ready-for-sale properties, and scheduled launches. This structure provides us with the flexibility to meet the needs of a diverse range of customers and regions.

In addition, we closed the past year with active management of our land bank, valued at R\$ 11.5 billion, 70% of which is owned by Helbor. This portfolio is strategically located, especially in Greater São Paulo (SP), ensuring a solid foundation for the development of new projects in the coming years.

Inventory (R\$ million) Breakdown by segments



Landbank - potential gross PSV



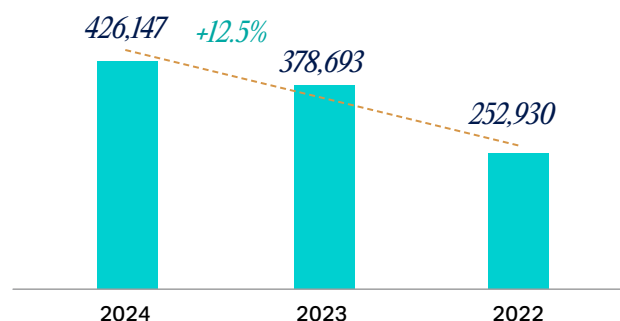
Financial Performance

In 2024, Helbor demonstrated solid financial performance, marked by efficient cost management and a successful deleveraging strategy. Net operating revenue reached R\$ 1.27 billion, reflecting effective control over business variables and the company's ability to generate income even in a challenging economic environment.

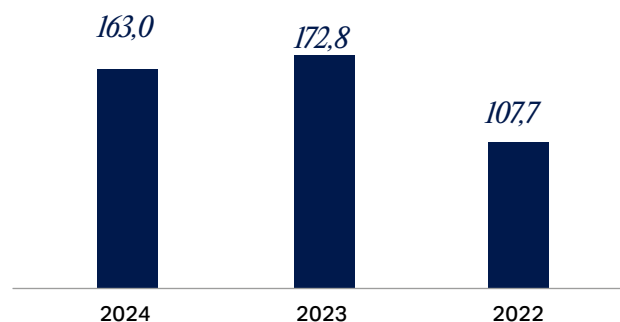
Gross profit totaled R\$ 426.1 million, representing a 12.5% increase compared to 2023. The gross margin of 33.5% also exceeded the previous year's performance, a result of cost optimization and greater efficiency in development management.

Consolidated net income amounted to R\$ 163.0 million, representing a 5.7% decrease in comparison to 2023, while the parent company's net income reached R\$ 56.5 million, an 11.1% increase over the previous year. It is worth noting that the parent company's share of consolidated net income stood at 34.7% by the end of 2024, representing a 5.2 percentage point increase compared to 2023.

Gross Profit (R\$ thousand)



Net Profit (R\$ million)





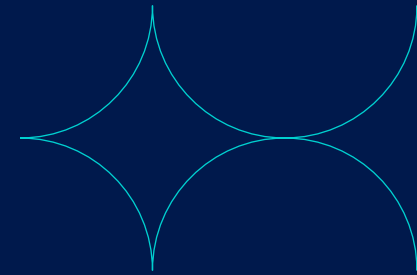
Capital Structure and Indebtedness

In 2024, the Net Debt/Equity ratio was reduced to 55.7%, representing a significant improvement of 13.7 percentage points compared to 2023. This result stems from a strategy

focused on financial deleveraging and strengthening the capital structure, ensuring the flexibility needed for new investments and future launches..

Indebtedness (R\$ thousand)	2024	2023	2024 x 2023
Construction Financing – SFH	445,545	579,357	-23.1%
Bank Credit Bill and others	636,977	375,106	69.8%
Real Estate Receivables Certificate - CRI with Collateral	552,665	518,349	6.6%
Real Estate Receivables Certificate	356,491	409,194	-12.9%
Debentures	0	41,302	n.a
Gross Debt	1,991,678	1,923,308	3.60%
Cash and Equivalents	480,836	277,926	73.0%
Net Debt	1,510,842	1,645,382	-8.2%
Consolidated Shareholders' Equity	2,711,194	2,369,597	14.4%
Net Debt/Consolidated Shareholders' Equity	55.7%	69.4%	13.2 p.p.

Attachments



Indicators Attachments

Diversity in Governance Bodies

GRI 405-1

Diversity in governance bodies (%)

By gender	Board of Directors	Executive Board	Fiscal Council	Statutory Audit and Risk Management Committee
Male	100%	82%	100%	100%
Female	0%	18%	0%	0%
By age group				
Under 30 years old	0%	0%	0%	0%
From 30 to 50 years old	0%	36%	50%	33%
Over 50 years old	100%	64%	50%	66%
By race				
White	100%	91%	100%	100%
Black	0%	0%	0%	0%
Brown	0%	9%	0%	0%
Indigenous	0%	0%	0%	0%
Asian	0%	0%	0%	0%

Experience of Board Mememebers

GRI 2-9

7 members

all of them hold four or fewer board positions in other companies

8.9

average term of office

20%

independent members

Members	Skills		
	Risk Management	Experience in the company's sector of activity	Financial
Henrique Borenstein		✓	✓
Henry Borenstein		✓	✓
Moacir Teixeira da Silva			✓
Francisco Andrade Conde			✓
Marcelo Vitorino Cavalcante		✓	✓
Sérgio Alexandre Figueiredo Clemente	✓		✓
Fabio de Araujo Nogueira	✓	✓	✓

Employees

GRI 401-3 • 404-1

History of training hours

Functional category	Average training hours	
	2024	2023
Board of Directors	0.36	0.80
Management	16.29	13.44
Coordination	17.32	16.00
Non-leadership	2.93	4.42

Maternity/paternity leave

	Men	Women
Employees who took parental leave	0	7
Employees who should return to work after the end of the leave	0	5
Employees who returned to work after the leave	0	5
Return rate	-	100%
Employees who returned to work after the end of their leave in the previous year	0	5
Employees who this year completed 12 months of returning to work after the end of their leave	0	3
Retention rate	-	88%



Ratio between salary and remuneration received by women and men

GRI 405-2	2024	2023
By functional category (base salary only)		
Board of Directors	0.62	0.60
Management	0.96	1.06
Coordination	0.99	1.01
Non-leadership	0.77	0.82
By functional category (remuneration)		
Board of Directors	0.62	0.44
Management	0.96	1.06
Coordination	0.99	1.01
Non-leadership	0.77	0.75



GRI Content Index

GRI Standards Index

Page/Direct answer

General Disclosures

The organization and its reporting practices

2-1	Organizational details	Page 7.
2-2	Entities included in the organization's sustainability reporting	Page 7. The indicators presented in this report do not include Helbor Vendas, our own brokerage firm.
2-3	Reporting period, frequency and contact point	Page 5.
2-4	Restatements of information	We had no restatements of information in this report.
2-5	External assurance	The information disclosed in this report was not externally assured.

Activities and workers

2-6	Activities, value chain and other business relationships	Pages 12, 17, 84 and 86.
2-7	Employees	Page 67.
2-8	Workers who are not employees	During the reported period, the Company did not monitor the number of third-party employees.

Governance

2-9	Governance structure and composition	Pages 29, 30, 31 e 32 and 94.
2-10	Nomination and selection of the highest governance body	Page 30.
2-11	Chair of the highest governance body	The Chair of the Board also holds executive functions within the Company.
2-12	Role of the highest governance body in overseeing the management of impacts	Page 18.
2-13	Delegation of responsibility for managing impacts	Page 33.
2-14	Role of the highest governance body in sustainability reporting	The Board of Directors does not formally approve the information reported herein.
2-15	Conflicts of interest	Helbor's Related Party Transactions Policy establishes the guidelines that must be followed to avoid situations that may generate conflicts of interest. Check out the policy in full: https://bit.ly/48GkBQA

GRI Standards Index		Page/Direct answer
2-16	Communication of critical concerns	The Executive Board and the Risk Management Committee are responsible for dealing with any critical concerns related to impacts on stakeholders. For reasons of confidentiality, we have decided not to disclose the number and content of critical concerns received in 2024.
2-17	Collective knowledge of the highest governance body	During 2024, the Company did not develop actions or initiatives to improve the Board's collective knowledge on sustainability issues.
2-18	Evaluation of the performance of the highest governance body	The Company does not carry out a performance evaluation process for the Board of Directors.
2-19	Remuneration policies	Page 34.
2-20	Process to determine remuneration	Page 34.
2-21	Annual total compensation ratio	For reasons of confidentiality restrictions, we have chosen not to disclose this information.
Strategy, policies and practices		
2-22	Statement on sustainable development strategy	Page 3.
2-23	Commitment policies	Page 35.
2-24	Embedding commitment policies	Pages 35, 37, 42 and 84.
2-25	Processes to remediate negative impacts	Pages 35 and 86.
2-26	Mechanisms for seeking advice and raising concerns	Page 36.
2-27	Compliance with laws and regulations	In 2024, we recorded two significant instances of fines totaling R\$ 907,000 related to delays in project deliveries. For reporting purposes, we have considered as significant the cases disclosed in the Financial Statements.
2-28	Membership associations	We are members of Secovi, the trade union that represents real estate commerce and service companies. The union produces and disseminates relevant content and information, such as research, indexes, manuals, and technical guides about the sector. Helbor's participation in this association involves the payment of annual fees for representation in matters the institution takes the lead on with public authorities, in addition to sharing certain market data.
Stakeholder Engagement		
2-29	Approach to stakeholder engagement	Pages 20, 40 and 74.
2-30	Collective bargaining agreements	All of our employees are covered by collective bargaining agreements, with the exception of interns and statutory directors. The Company's apprentices receive an adjustment in accordance with the update of the minimum wage.

GRI Standards Index		Page/Direct answer
Material Topics		
3-1	Process for determining material topics	Page 19.
3-2	List of material topics	Page 19.
3-3	Management of material topics	Pages 35, 59, 42, 53, 55, 57, 74, 79 and 84.
Specific Standards		
Economic Disclosures		
Indirect Economic Impacts		
203-1	Infrastructure investments and services supported	Pages 49, 59 and 62.
203-2	Significant indirect economic impacts	Page 59.
Procurement Practices		
204-1	Proportion of spending on local suppliers	Page 84.
Anti-corruption		
205-1	Operations assessed for risks related to corruption	The Internal Audit and Legal areas verify all contracts signed by the Company. No cases of corruption were identified in 2024.
205-2	Communication and training about anti-corruption policies and procedures	Page 35.
205-3	Confirmed incidents of corruption and actions taken	In 2024, we were not the target of any legal proceedings related to corruption filed by public institutions or employees against the organization.
Environmental Disclosures		
Energy		
302-1	Energy consumption within the organization	Page 53.
302-4	Reduction of energy consumption	The Company does not yet have data on energy reduction initiatives. In 2024, no actions were implemented in the offices. In the construction industry, our developments are certified with the AQUA seal, but there are still no metrics available to measure the savings generated. See page 53 for the initiatives adopted to reduce consumption and increase energy efficiency in the projects.

GRI Standards Index		Page/Direct answer
Water & Effluents		
303-1	Interactions with water as a shared resource	Page 57.
303-3	Water withdrawal	Page 57.
303-5	Water consumption	Page 57.
Waste		
306-1	Description of waste-related impacts	Page 55.
306-3	Waste generated	Page 55.
306-4	Waste not destined for final disposal	Page 55.
306-5	Waste destined for final disposal	Page 55.
Environmental Compliance		
Supplier Environmental Assessment		
308-1	New suppliers screened using environmental criteria	The Company does not adopt environmental criteria when selecting new suppliers
308-2	Negative environmental impacts in the supply chain and actions taken	Page 84.
Emissions		
305-1	Direct (Scope 1) greenhouse gas (GHG) emissions	Page 52.
305-2	Indirect (Scope 2) greenhouse gas (GHG) emissions from energy purchases	Page 52.
Social Disclosures		
Employment		
401-1	New hires and employee turnover	Page 67.
401-3	Maternity/paternity leave	Page 95.
Training and Education		
404-1	Average training hours per year per employee	Pages 74 and 95.
404-2	Programs to improve employee skills and assist with career transition	Page 74.

GRI Standards Index		Page/Direct answer
404-3	Percentage of employees receiving regular performance and career development reviews	Page 76.
Diversity and Equal Opportunity		
405-1	Diversity in governance bodies and employees	Pages 79 and 94.
405-2	Ratio of basic salary and remuneration of women to men	Page 96.
Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	In 2024, we did not record any cases of discrimination.
Child Labor		
408-1	Operations and suppliers at significant risk for incidents of child labor	Page 84. The Company declares that it does not have operations or construction sites with a risk of child labor.
Forced or Compulsory Labor		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 84. The Company declares that it does not have operations or construction sites with a risk of forced or compulsory labor.
Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	The Company declares that 100% of its operations (headquarters + branch) develop and implement local community development initiatives through the Incorporating Knowledge program, implemented at construction sites. Learn more about the action on page 60.
Supplier Social Assessment		
414-1	New suppliers screened using social criteria	Page 84. All construction companies must comply with the contractual provisions required by Helbor, which include adherence to clauses related to environmental and human rights matters. In 2024, no new construction companies were selected based on socio-environmental criteria, as the Company did not hire any new construction companies during the year. Smaller suppliers, such as marketing agencies and consultancies, are not subject to socio-environmental evaluation.
414-2	Negative social impacts in the supply chain and actions taken	Page 84.
Customer Health and Safety		
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	In 2024, we did not receive any warnings, fines or other types of penalties resulting from non-conformities related to the health and safety impacts caused by products and services.
Customer Privacy		
418-1	Substantiated complaints regarding breach of privacy and loss of customer data	In 2024, Helbor recorded 46 instances of possible violations to customer privacy and seven incidents related to data leakage, theft or loss.

SASB Content Index

SASB Content Index		Page/Direct answer
IF-RE-000.A	Number of assets, by asset class	Page 17.
IF-RE-130a.5	Description of how the energy management of projects is integrated into the analysis of real estate investment and operational strategy	Page 53.
IF-RE-140a.4	Description of water management risks and discussion of strategies and practices to mitigate these risks	Page 57.
IF-EN-160a.1	Number of incidents of non-compliance with environmental licenses, standards and regulations	The Company had no incidents of this nature in 2024.
IF-EN-160a.2	Description of the processes for assessing and managing environmental risks associated with the design, location and construction of projects	Page 42.
IF-EN-410a.1	Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification.	Page 42.

SDG Map



Pg. 58



Pg. 6, 58, 66 and 82



Pg. 66



Pg. 41



Pg. 41



Pg. 6, 66 and 82



Pg. 41, 58 and 82



Pg. 6, 58, 66 and 82



Pg. 41, 58 and 82



Pg. 41, 58 and 82



Pg. 41



Pg. 28

Credits

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